

**Business Management and Administration
Cluster Report
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The Business Management and Administration Cluster consists of key business functions performed in businesses of all types and sizes. The scope of responsibility associated with each function varies based on company size. Employees in small companies, for example, may be expected to perform a wide variety of business functions, while employees in large companies specialize in one specific aspect of a business function.

Regardless of company size, employees performing business functions are expected to deliver quality “products” and minimize business expenses. They are expected to meet and surpass standards, while developing innovative approaches and strategies. In short, these employees are vital to the success and ongoing existence of a business organization.

All this must be done in a climate of change, for today’s businesses and industries are changing at a rapid and dramatic pace. Technology, globalization, the costs of benefits, and regulatory issues are among the factors affecting how businesses operate. Effective management skills and knowledge are essential for both business and professional survival in this time of change, and effective business management and administration education provides this knowledge and these skills.

Background

In 2001, the U.S. Department of Education’s Office of Vocational and Adult Education identified 16 broad occupational groupings known as career clusters to address all career possibilities—everything from agriculture to law. The intent of the initiative was to provide an educational framework to guide students as they pursued postsecondary education and their careers.

MarkED was chosen to lead the content development for three clusters. These clusters include:

1. Business, Management, and Administration (now referred to as Business Management and Administration)
2. Finance
3. Marketing, Sales, and Service (now referred to as Marketing)

While conducting the cluster work, MarkED staff recognized that career opportunities in these three clusters are closely related in that they address business functions. Viewed together, these clusters represent a comprehensive *Business Administration* model that might be used as majors within the total business curriculum. This approach is consistent with that utilized in colleges.

Both secondary and primary research efforts were undertaken to address the Business Management and Administration (BMA) Cluster. The secondary research consisted of a thorough review of printed and electronic literature. Over the course of two years, a variety of resources were studied to further define the cluster, identify the pathways within the cluster, determine career opportunities within each pathway, identify labor market needs, ascertain applicable degrees and certifications, and identify existing standards, both industry-based and educational. Resources analyzed included career literature; professional organizations’ certifications, designations, content of professional examinations, research findings, etc.; professional standards; state educational standards; postsecondary degrees, course offerings, and course syllabi; college, trade, and professional texts; and labor statistics.

Primary research entailed communication with staff of the States' Career Cluster Initiative, human resources managers, state supervisors of career-technical education, and deans of business at postsecondary institutions. Data were collected at meetings with panels of business executives, in validation panels with business representatives from each Business Management and Administration Pathway, and with groups of secondary business teachers. Electronic and mailed surveys were administered to collect input from a variety of educational and business stakeholders.

Forty-five industry validation panels were conducted in 19 states between August 2004 and May 2007. States represented include:

Connecticut	New Mexico
Florida (3)	North Carolina (5)
Georgia (3)	Ohio (4)
Indiana (3)	Oklahoma
Kansas	Tennessee
Kentucky	Texas (2)
Maryland (1)	Virginia
Missouri (2)	Nebraska (2)
New Hampshire	Washington (2)
	Wisconsin

Initially, the information obtained from the validation panels was synthesized to identify feedback common across the Business Management and Administration, Finance, and Marketing Clusters and to determine content specific to the various business management and administration pathways. The validation panels provided feedback on the career pathways identified in the initial version of the States' Career Cluster Initiative, while gaps in the career pathways and curricular content were also identified. Focus-group participants interviewed later in the research process reacted to the revised pathway definitions, knowledge and skill statements, performance elements, and performance indicators.

Curricular Structure

To reflect the States' Career Cluster Initiative, Knowledge and Skill Statements were written for each instructional area addressed in the Business Management and Administration Cluster. Its curricular structure was divided into four tiers of specificity: a broadly based Business Administration Core, Business Management and Administration Core, Business Management and Administration Pathways, and Business Management and Administration Specialties.

Tier 1: Business Administration Core

This tier represented the skills and knowledge that were identified as common across the business-related clusters of Business Management and Administration, Finance, and Marketing. The Business Administration Core is composed of 13 instructional areas: Business Law, Communication Skills, Customer Relations, Economics, Emotional Intelligence, Entrepreneurship, Financial Analysis, Human Resources Management, Information Management, Marketing, Operations, Professional Development, and Strategic Management.

Tier 2: Business Management and Administration Core

The second tier of specificity represented the skills and knowledge that were identified as common across the five business management and administration pathways. The instructional areas addressed in this tier include Customer Relations, Knowledge Management, Project Management, Quality Management, and Risk Management.

Tier 3: Business Management and Administration Pathways

This tier addressed the content of a variety of broad-based occupational opportunities called Pathways. To aid in determining when a particular set of knowledge and skills constituted a pathway, MarkED researchers established criteria that must be present for a pathway to exist. These criteria are:

- Presence of a discrete, core body of knowledge
- Existence of a career ladder
- Extent of professional certification and training
- Existence of professional association(s)
- Critical mass in terms of number of jobs

The Business Management and Administration Pathways addressed in the initial States' Career Cluster Initiative were analyzed to determine whether modifications were needed. Primary and secondary research indicated that the pathways to be addressed in the Business Management and Administration Cluster had changed since the original work was conducted.

- Management was changed to General Management to differentiate the pathway from the cluster. This pathway is much like the original work, but with an added emphasis on strategic management.
- Business Financial Management and Accounting was shortened to Accounting and moved to the Finance Cluster.
- Human Resources was changed to Human Resources Management to emphasize the pathway's increased focus on management.
- Business Analysis was expanded and changed to Business Information Management to reflect many four-year institutions' recent movement toward embedding more technical coursework into their business programs.
- Marketing was dropped as a pathway due to the existence of an entire career cluster devoted to marketing.
- Administrative and Information Support was changed to Administrative Services to focus on higher levels skills currently in demand in administrative services.
- Operations Management was added as a pathway to reflect the emphasis of Operations Management in business.

The original Business Management and Administration (BMA) Pathway titles are identified in Figure 1 along with the 2007 title modifications.

2001 BMA Pathways	2007 BMA Pathways
Management	General Management
Business Financial Management and Accounting	(Moved to Finance Cluster)
Human Resources	Human Resources Management
Business Analysis	Business Information Management
Marketing	(Dropped as a BMA Pathway)
Administrative and Information Support	Administrative Services
	Operations Management

Figure 1. Comparison of 2001 and 2007 Business Management and Administration (BMA) Pathways

Tier 4: Business Management and Administration Specialties

The final tier of specificity for the Business Management and Administration Cluster has not yet been addressed. The final tier will contain curricular content unique to a product/service and will address job opportunities associated with each pathway. In Administrative Services, for example, some job opportunities are executive assistant, administrative assistant, office manager, and customer service representative.

Curricular Model Components

The curricular content was organized into Knowledge and Skill Statements, Performance Elements, and Performance Indicators. Definitions and examples are as follows:

Knowledge and Skill Statement

A broad level of knowledge and skill that encapsulates the overarching intent/purpose of a work function

Characteristics:

- Broad based
- Not measurable in and of itself
- Scope determined through more specific units of work or specific learning expectations

Comparable to:

- Content standard
- Unit of instruction

Examples:

1. **Communication Skills:** Understands the concepts, strategies, and systems used to obtain and convey ideas and information
2. **Financial Analysis:** Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

The Knowledge and Skill Statements developed for the **Business Management and Administration Cluster** are as follows:

Business Law: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Communication Skills: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Customer Relations: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Economics: Understands the economic principles and concepts fundamental to business operations

Emotional Intelligence: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

Entrepreneurship: Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture

Financial Analysis: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Human Resource Management: Understands the tools techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Information Management: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Knowledge Management: Understands the systems, strategies, and techniques used to collect, organize, analyze, and share information known in an organization

Marketing: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Operations: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Professional Development: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Project Management: Understands tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects

Quality Management: Understands the need for standards and the strategies and techniques used to implement, monitor, and evaluate them

Risk Management: Understands risk-management strategies and techniques used to minimize business loss

Strategic Management: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Performance Element

Multiple broad-based work or cognitive performances that define the Knowledge and Skill statement and that are further defined by a series of related performance indicators

Comparable to:

Duty area

Major topic

Characteristics:

Subset of Knowledge and Skill statements

Measured through performance indicators

Examples for Communication Skills:

1. Read to acquire meaning from written material and to apply the information to a task.
2. Apply active listening skills to demonstrate understanding of what is being said.
3. Apply verbal skills to obtain and convey information.
4. Record information to maintain and present a report of business activity.
5. Write internal and external business correspondence to convey and obtain information effectively.
6. Communicate with staff to clarify workplace objectives.

Performance Indicator

A specific work-based action—either knowledge or skill—that specifies what a worker must know or be able to do to achieve the performance element.

Comparable to:

Task

Competency

Characteristics:

Measurable; quality of work can be determined

Can be performed by an individual worker

Specific/detailed vs. open to interpretation

Not:

Steps in a process

A learning/classroom activity

Examples for Communication Skills: Read to acquire meaning from written material and to apply the information to a task.

1. Identify sources that provide relevant, valid written material
2. Extract relevant information from written materials
3. Apply written directions to achieve tasks
4. Analyze company resources to ascertain policies

Curriculum-Planning Levels

Each performance indicator was assigned to one of six curriculum-planning levels: prerequisite, career-sustaining, specialist, supervisor, manager, and owner. These levels represented a continuum of instruction ranging from simple to complex and can serve as building blocks for curriculum development in that students should know and be able to perform the skills and knowledge at one level before tackling more complex ones at the next level. These levels can also be used as the basis for developing an unduplicated sequence of instruction for articulation between high school and postsecondary marketing courses. The six curriculum-planning levels are defined as:

Prerequisite (PQ) Content develops employability and job-survival skills and concepts, including work ethics, personal appearance, and general business behavior.

Career-Sustaining (CS) Content develops skills and knowledge needed for continued employment in or study of marketing based on the application of basic academics and marketing skills.

Specialist (SP) Content provides in-depth, solid understanding and skill development in all marketing functions.

Supervisor (SU) Content provides the same in-depth, solid understanding and skill development in all marketing functions as in the marketing-specialist curriculum, and in addition, incorporates content that addresses the supervision of people.

Manager (MN) Content develops strategic decision-making skills in all marketing functions needed to manage a business or department within an organization.

Owner (ON) Content develops strategic decision-making skills in all aspects of marketing that are needed to own and operate a business.

The curricular content for the Business Management and Administration Cluster is presented on the following pages. The content has been divided into the Business Administration Core, the Business Management and Administration Core, and the five Business Management and Administration Pathways. Some agencies may choose to integrate the Business Administration Core and Business Management and Administration Core in which case the two combined cores would be labeled as the Business Management and Administration Core.

Instructional Area:¹ Business Law

Knowledge and Skill Statement: Understands business's responsibility to know, abide by, and enforce laws, regulations, and ethical behavior that affect business operations and transactions

Performance Element: Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

Performance Indicators:²

Discuss the nature of law and sources of law in the United States (BL:067) (SP)

Describe the United States' judicial system (BL:068) (SP)

Describe legal issues affecting businesses (BL:001) (SP)

Performance Element: Understand the civil foundations of the legal environment of business to demonstrate knowledge of contracts.

Performance Indicators:

Identify the basic torts relating to business enterprises (BL:069) (SP)

Describe the nature of legally binding contracts (BL:002) (SP)

Performance Element: Explore the regulatory environment of United States' businesses to understand the diversity of regulations.

Performance Indicators:

Describe the nature of legal procedure (BL:070) (SP)

Discuss the nature of debtor-creditor relationships (BL:071) (SP)

Explain the nature of agency relationships (BL:072) (SP)

Discuss the nature of environmental law (BL:073) (SP)

Discuss the role of administrative law (BL:074) (SP)

Performance Element: Understand human-resources laws and regulations to facilitate business operations.

Performance Indicators:

Explain the nature of human resources regulations (BL:007) (SU)

Explain the nature of workplace regulations (including OSHA, ADA) (BL:008) (SU)

Discuss employment relationships (BL:075) (SU)

Performance Element: Apply knowledge of business ownership to establish and continue business operations.

Performance Indicators:

Explain types of business ownership (BL:003, BA LAP 7) (CS)

Select form of business ownership (BL:006, BA LAP 9) (ON)

¹ Referred to as Cluster/Pathway Topic in the States' Career Cluster Initiative

² Referred to as Measurement Criteria in the States' Career Cluster Initiative

Performance Element: Acquire knowledge of commerce laws and regulations to continue business operations.

Performance Indicators:

Explain the nature of trade regulations (BL:004) (MN)

Describe the impact of anti-trust legislation (BL:076) (MN)

Performance Element: Understand tax laws and regulations to adhere to government requirements.

Performance Indicators:

Explain the nature of tax regulations on business (BL:009) (ON)

Explain the nature of businesses' reporting requirements (BL:010) (ON)

Develop strategies for legal/government compliance (BL:011) (ON)

Instructional Area: Communication Skills

Knowledge and Skill Statement: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Performance Element: Read to acquire meaning from written material and to apply the information to a task.

Performance Indicators:

Identify sources that provide relevant, valid written material (CO:054) (PQ)

Extract relevant information from written materials (CO:055) (PQ)

Apply written directions to achieve tasks (CO:056) (PQ)

Analyze company resources to ascertain policies and procedures (CO:057) (CS)

Performance Element: Apply active listening skills to demonstrate understanding of what is being said.

Performance Indicators:

Explain communication techniques that support and encourage a speaker (CO:082) (PQ)

Follow oral directions (CO:119) (PQ)

Demonstrate active listening skills (CO:017) (PQ)

Performance Element: Apply verbal skills to obtain and convey information.

Performance Indicators:

Explain the nature of effective verbal communications (CO:147) (PQ)
Ask relevant questions (CO:058) (PQ)
Interpret others' nonverbal cues (CO:059) (PQ)
Provide legitimate responses to inquiries (CO:060) (PQ)
Give verbal directions (CO:083) (PQ)
Employ communication styles appropriate to target audience (CO:084) (CS)
Defend ideas objectively (CO:061) (CS)
Handle telephone calls in a businesslike manner (CO:114) (CS)
Participate in group discussions (CO:053) (CS)
Make oral presentations (CO:025) (SP)

Performance Element: Record information to maintain and present a report of business activity.

Performance Indicators:

Utilize note-taking strategies (CO:085) (CS)
Organize information (CO:086) (CS)
Select and use appropriate graphic aids (CO:087) (CS)

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.

Performance Indicators:

Explain the nature of effective written communications (CO:016) (CS)
Select and utilize appropriate formats for professional writing (CO:088) (CS)
Edit and revise written work consistent with professional standards (CO:089) (CS)
Write professional e-mails (CO:090) (CS)
Write business letters (CO:133) (CS)
Write informational messages (CO:039) (CS)
Write inquiries (CO:040) (CS)
Write persuasive messages (CO:031) (SP)
Write executive summaries (CO:091) (SP)
Prepare simple written reports (CO:094) (SP)
Prepare complex written reports (CO:009) (MN)
Write proposals (CO:062) (MN)

Performance Element: Communicate with staff to clarify workplace objectives.

Performance Indicators:

Explain the nature of staff communication (CO:014) (CS)
Choose appropriate channel for workplace communication (CO:092) (CS)
Participate in a staff meeting (CO:063) (CS)
Provide directions for completing job tasks (CO:139) (SU)
Update employees on business and economic trends (CO:172) (SU)
Conduct a staff meeting (CO:140) (SU)

Instructional Area: Customer Relations

Knowledge and Skill Statement: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance company image.

Performance Indicators:

Explain the nature of positive customer relations (CR:003) (CS)
Demonstrate a customer-service mindset (CR:004, HR LAP 32) (CS)
Reinforce service orientation through communication (CR:005) (CS)
Respond to customer inquiries (CR:006) (CS)
Interpret business policies to customers/clients (CR:007, HR LAP 25) (CS)
Explain management's role in customer relations (CR:008) (MN)

Performance Element: Resolve conflicts with/for customers to encourage repeat business.

Performance Indicators:

Handle difficult customers (CR:009, EI LAP 1) (CS)
Handle customer/client complaints (CR:010, HR LAP 23) (CS)

Performance Element: Reinforce company's image to exhibit the company's brand promise.

Performance Indicators:

Identify company's brand promise (CR:001) (CS)
Determine ways of reinforcing the company's image through employee performance (CR:002) (CS)

Performance Element: Understand the nature of customer relationship management to show its contributions to a company.

Performance Indicators:

Discuss the nature of customer relationship management (CR:016) (CS)

Explain the role of ethics in customer relationship management (CR:017) (SP)

Describe the use of technology in customer relationship management (CR:018) (SP)

Instructional Area: Economics

Knowledge and Skill Statement: Understands the economic principles and concepts fundamental to business operations

Performance Element: Understand fundamental economic concepts to obtain a foundation for employment in business.

Performance Indicators:

Distinguish between economic goods and services (EC:002, EC LAP 10) (CS)

Explain the concept of economic resources (EC:003, EC LAP 14) (CS)

Describe the concepts of economics and economic activities (EC:001, EC LAP 6) (CS)

Determine economic utilities created by business activities (EC:004, EC LAP 13) (CS)

Explain the principles of supply and demand (EC:005, EC LAP 11) (CS)

Describe the functions of prices in markets (EC:006, EC LAP 12) (CS)

Performance Element: Understand the nature of business to show its contributions to society.

Performance Indicators:

Explain the role of business in society (EC:070, MB LAP 6) (CS)

Describe types of business activities (EC:071, EC LAP 19) (CS)

Explain the organizational design of businesses (EC:103) (SP)

Discuss the global environment in which businesses operate (EC:104) (SP)

Describe factors that affect the business environment (EC:105) (SP)

Explain the nature of business ethics (EC:106) (SP)

Explain how organizations adapt to today's markets (EC:107) (SP)

Performance Element: Understand economic systems to be able to recognize the environments in which businesses function.

Performance Indicators:

Explain the types of economic systems (EC:007, EC LAP 17) (CS)
Explain the concept of private enterprise (EC:009, EC LAP 15) (CS)
Identify factors affecting a business's profit (EC:010, EC LAP 2) (CS)
Determine factors affecting business risk (EC:011, EC LAP 3) (CS)
Explain the concept of competition (EC:012, EC LAP 8) (CS)
Describe market structures (EC:075) (SP)

Performance Element: Acquire knowledge of the impact of government on business activities to make informed economic decisions.

Performance Indicators:

Determine the relationship between government and business (EC:008, EC LAP 16) (CS)
Describe the nature of taxes (EC:072) (SP)
Discuss the nature of monetary policy (EC:073) (MN)
Discuss the supply and demand for money (EC:096) (MN)
Explain the role of the Federal Reserve System (EC:097) (MN)
Explain the concept of fiscal policies (EC:074) (MN)
Describe the effects of fiscal and monetary policies (EC:098) (MN)

Performance Element: Analyze cost/profit relationships to guide business decision-making.

Performance Indicators:

Explain the concept of productivity (EC:013, EC LAP 18) (CS)
Analyze impact of specialization/division of labor on productivity (EC:014, EC LAP 7) (SP)
Explain the concept of organized labor and business (EC:015, EC LAP 5) (SP)
Explain the impact of the law of diminishing returns (EC:023) (SP)
Describe the concept of economies of scale (EC:077) (MN)

Performance Element: Understand economic indicators to recognize economic trends and conditions.

Performance Indicators:

Describe the concept of price stability as an economic measure (EC:080) (SP)
Discuss the measure of consumer spending as an economic indicator (EC:081) (SP)
Discuss the impact of a nation's unemployment rates (EC:082) (SP)
Describe the economic impact of inflation on business (EC:083) (SP)
Explain unemployment and inflation tradeoffs (EC:099) (SP)
Explain the economic impact of interest-rate fluctuations (EC:084) (SP)
Determine the impact of business cycles on business activities (EC:018, EC LAP 9) (SP)

Performance Element: Determine global trade's impact on business decision-making.

Performance Indicators:

Explain the nature of global trade (EC:016, EC LAP 4) (SP)

Describe the determinants of exchange rates and their effects on the domestic economy (EC:100) (SP)

Discuss the impact of cultural and social environments on global trade (EC:045) (SP)

Explain labor issues associated with global trade (EC:101) (SU)

Instructional Area: Emotional Intelligence

Knowledge and Skill Statement: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

Performance Element: Foster self-understanding to recognize the impact of personal feelings on others.

Performance Indicators:

Describe the nature of emotional intelligence (EI:001, EI LAP 6) (PQ)

Explain the concept of self esteem (EI:016, HR LAP 12) (PQ)

Recognize personal biases and stereotypes (EI:017) (PQ)

Assess personal strengths and weaknesses (EI:002) (PQ)

Performance Element: Develop personal traits to foster career advancement.

Performance Indicators:

Identify desirable personality traits important to business (EI:018, HR LAP 10) (PQ)

Exhibit self-confidence (EI:023) (PQ)

Demonstrate interest and enthusiasm (EI:020, HR LAP 20) (PQ)

Demonstrate initiative (EI:024, HR LAP 14) (PQ)

Performance Element: Apply ethics to demonstrate trustworthiness.

Performance Indicators:

Demonstrate responsible behavior (EI:021, PD LAP 7) (PQ)

Demonstrate honesty and integrity (EI:022, HR LAP 19) (PQ)

Demonstrate ethical work habits (EI:004, EI LAP 4) (PQ)

Performance Element: Exhibit techniques to manage emotional reactions to people and situations.

Performance Indicators:

Maintain positive attitude (EI:019, EI LAP 3) (PQ)

Demonstrate self control (EI:025, HR LAP 18) (PQ)

Explain the use of feedback for personal growth (EI:003, HR LAP 3) (PQ)

Adjust to change (EI:026, HR LAP 8) (PQ)

Performance Element: Identify with others' feelings, needs, and concerns to enhance interpersonal relations.

Performance Indicators:

Respect the privacy of others (EI:029) (PQ)

Show empathy for others (EI:030, HR LAP 17) (PQ)

Exhibit cultural sensitivity (EI:033) (CS)

Performance Element: Use communication skills to foster open, honest communications.

Performance Indicators:

Explain the nature of effective communications (EI:007) (PQ)

Explain ethical considerations in providing information (EI:038) (SP)

Performance Element: Use communication skills to influence others.

Performance Indicators:

Persuade others (EI:012) (SP)

Demonstrate negotiation skills (EI:062, EI LAP 8) (SP)

Performance Element: Manage stressful situations to minimize negative workplace interactions.

Performance Indicators:

Use appropriate assertiveness (EI:008, HR LAP 16) (PQ)

Use conflict-resolution skills (EI:015, EI LAP 7) (CS)

Explain the nature of stress management (EI:028) (SP)

Performance Element: Implement teamwork techniques to accomplish goals.

Performance Indicators:

Participate as a team member (EI:045) (CS)

Use consensus-building skills (EI:011) (SP)

Motivate team members (EI:059) (SP)

Encourage team building (EI:044) (SU)

Performance Element: Employ leadership skills to achieve workplace objectives.

Performance Indicators:

Explain the concept of leadership (EI:009) (CS)
Determine personal vision (EI:063) (CS)
Demonstrate adaptability (EI:006) (CS)
Develop an achievement orientation (EI:027) (CS)
Lead change (EI:005) (CS)
Enlist others in working toward a shared vision (EI:060) (CS)
Coach others (EI:041) (CS)
Recognize/Reward others for their efforts and contributions (EI:014) (SU)

Performance Element: Manage internal and external business relationships to foster positive interactions.

Performance Indicators:

Treat others fairly at work (EI:036, HR LAP 24) (PQ)
Foster positive working relationships (EI:037, EI LAP 5) (CS)
Maintain collaborative partnerships with colleagues (EI:061) (SP)
Explain the impact of political relationships within an organization (EI:034) (SP)
Explain the nature of organizational culture (EI:064) (MN)

Instructional Area: Entrepreneurship

Knowledge and Skill Statement: Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture

Performance Element: Employ entrepreneurial discovery strategies to generate feasible ideas for business ventures.

Performance Indicators:

Explain the need for entrepreneurial discovery (EN:001) (ON)
Discuss entrepreneurial discovery processes (EN:002) (ON)
Assess global trends and opportunities for business ventures (EN:003) (ON)
Determine opportunities for venture creation (EN:004) (ON)
Assess opportunities for venture creation (EN:005) (ON)
Generate venture ideas (EN:006) (ON)

Performance Element: Develop concept for new business venture to evaluate its success potential.

Performance Indicators:

- Describe entrepreneurial planning considerations (EN:007) (ON)
- Explain tools used by entrepreneurs for venture planning (EN:008) (ON)
- Assess start-up requirements (EN:009) (ON)
- Assess risks associated with venture (EN:010) (ON)
- Describe external resources useful to entrepreneurs during concept development (EN:011) (ON)
- Assess the need to use external resources for concept development (EN:012) (ON)
- Describe strategies to protect intellectual property (EN:013) (ON)
- Use components of business plan to define venture idea (EN:014) (ON)

Performance Element: Determine needed resources for a new business venture to contribute to its start-up viability.

Performance Indicators:

- Describe processes used to acquire adequate financial resources for venture creation/start-up (EN:015) (ON)
- Select sources to finance venture creation/start-up (EN:016) (ON)
- Explain factors to consider in determining a venture's human-resources needs (EN:017) (ON)
- Explain considerations in making the decision to hire staff (EN:018) (ON)
- Describe considerations in selecting capital resources (EN:019) (ON)
- Identify capital resources needed for the venture (EN:020) (ON)
- Assess the costs/benefits associated with resources (EN:021) (ON)

Performance Element: Actualize new business venture to generate profit and/or meet objectives.

Performance Indicators:

- Use external resources to supplement entrepreneur's expertise (EN:022) (ON)
- Explain the complexity of business operations (EN:023) (ON)
- Evaluate risk-taking opportunities (EN:024) (ON)
- Explain the need for business systems and procedures (EN:025) (ON)
- Describe the use of operating procedures (EN:026) (ON)
- Explain methods/processes for organizing work flow (EN:027) (ON)
- Develop and/or provide product/service (EN:028) (ON)
- Use creative problem-solving in business activities/decisions (EN:029) (ON)
- Explain the impact of resource productivity on venture success (EN:030) (ON)
- Create processes for ongoing opportunity recognition (EN:031) (ON)
- Develop plan to invest resources into improving current products or creating new ones (EN:032) (ON)
- Adapt to changes in business environment (EN:033) (ON)

Performance Element: Select harvesting strategies to identify entrepreneur's role in the business venture.

Performance Indicators:

Explain the need for continuation planning (EN:034) (ON)

Describe methods of venture harvesting (EN:035) (ON)

Evaluate options for continued venture involvement (EN:036) (ON)

Develop exit strategies (EN:037) (ON)

Instructional Area: Financial Analysis

Knowledge and Skill Statement: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Understand the fundamental principles of money needed to make financial exchanges.

Performance Indicators:

Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (FI:058) (PQ)

Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (FI:059) (PQ)

Describe functions of money (medium of exchange, unit of measure, store of value) (FI:060) (PQ)

Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) (FI:061) (PQ)

Explain the time value of money (FI:062) (CS)

Explain the purposes and importance of credit (FI:002, FI LAP 2) (CS)

Explain legal responsibilities associated with financial exchanges (FI:063) (CS)

Performance Element: Analyze financial needs and goals to determine financial requirements.

Performance Indicators:

Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.) (FI:064) (CS)

Set financial goals (FI:065) (CS)

Develop personal budget (FI:066) (CS)

Performance Element: Manage personal finances to achieve financial goals.

Performance Indicators:

Explain the nature of tax liabilities (FI:067) (PQ)

Interpret a pay stub (FI:068) (PQ)

Read and reconcile bank statements (FI:070) (PQ)

Maintain financial records (FI:069) (CS)

Demonstrate the wise use of credit (FI:071) (CS)

Validate credit history (FI:072) (CS)

Protect against identity theft (FI:073) (CS)

Prepare personal income tax forms (i.e., 1040 EZ form) (FI:074) (CS)

Performance Element: Understand the use of financial-services providers to aid in financial-goal achievement.

Performance Indicators:

Describe types of financial-services providers (FI:075) (CS)

Discuss considerations in selecting a financial-services provider (FI:076) (CS)

Performance Element: Use investment strategies to ensure financial wellbeing.

Performance Indicators:

Explain types of investments (FI:077) (SP)

Explain the nature of capital investment (FI:078) (MN)

Establish investment goals and objectives (FI:079) (MN)

Performance Element: Identify potential business threats and opportunities to protect a business's financial wellbeing.

Performance Indicators:

Describe the concept of insurance (FI:081) (CS)

Obtain insurance coverage (FI:082) (ON)

Settle insurance losses (FI:083) (ON)

Identify speculative business risks (FI:080) (MN)

Explain the nature of risk management (FI:084, BA LAP 2) (MN)

Performance Element: Acquire a foundational knowledge of accounting to understand its nature and scope.

Performance Indicators:

Explain the concept of accounting (FI:085, FI LAP 5) (CS)

Explain the need for accounting standards (GAAP) (FI:086) (CS)

Discuss the role of ethics in accounting (FI:351) (SP)

Explain the use of technology in accounting (FI:352) (SP)

Explain legal considerations for accounting (FI:353) (SP)

Performance Element: Implement accounting procedures to track money flow and to determine financial status.

Performance Indicators:

Describe the nature of cash flow statements (FI:091, FI LAP 6) (SP)

Prepare cash flow statements (FI:092) (MN)

Explain the nature of balance sheets (FI:093) (SP)

Describe the nature of income statements (FI:094, FI LAP 4) (SP)

Performance Element: Acquire a foundational knowledge of finance to understand its nature and scope.

Performance Indicators:

Explain the role of finance in business (FI:354) (CS)

Discuss the role of ethics in finance (FI:355) (SP)

Explain legal considerations for finance (FI:356) (SP)

Performance Element: Implement financial skills to obtain business credit and to control its use.

Performance Indicators:

Explain the purposes and importance of obtaining business credit (FI:023) (ON)

Analyze critical banking relationships (FI:039) (ON)

Make critical decisions regarding acceptance of bank cards (FI:040) (ON)

Determine financing needed for business operations (FI:043) (ON)

Identify risks associated with obtaining business credit (FI:041) (ON)

Explain sources of financial assistance (FI:031) (ON)

Explain loan evaluation criteria used by lending institutions (FI:034) (ON)

Complete loan application package (FI:033) (ON)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

Describe the nature of budgets (FI:106, FI LAP 3) (SP)

Explain the nature of operating budgets (FI:098) (SU)

Describe the nature of cost/benefit analysis (FI:357) (MN)

Determine relationships among total revenue, marginal revenue, output, and profit (FI:358) (MN)

Develop company's/department's budget (FI:099) (MN)

Forecast sales (FI:096, IM LAP 4) (MN)

Calculate financial ratios (FI:097) (MN)

Interpret financial statements (FI:102) (MN)

Instructional Area: Human Resources Management

Knowledge and Skill Statement: Understands the tools techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.

Performance Indicators:

Discuss the nature of human resources management (HR:410) (CS)

Explain the role of ethics in human resources management (HR:411) (SP)

Describe the use of technology in human resources management (HR:412) (SP)

Performance Element: Implement organizational skills to facilitate others' work efforts.

Performance Indicators:

Assist employees with prioritizing work responsibilities (HR:385) (SU)

Delegate work to others (HR:386) (SU)

Coordinate efforts of cross-functional teams to achieve project/company goals (HR:387) (SU)

Manage collaborative efforts (HR:388) (SU)

Harmonize tasks, projects, and employees in the context of business priorities (HR:389) (SU)

Performance Element: Staff a business unit to satisfy work demands while adhering to budget constraints.

Performance Indicators:

Determine hiring needs (HR:353) (SU)

Screen job applications/resumes (HR:354) (SU)

Interview job applicants (HR:355) (SU)

Discuss employee compensation (HR:390) (SU)

Select and hire new employees (HR:356) (SU)

Conduct exit interviews (HR:357) (SU)

Dismiss/Fire employees (HR:358) (SU)

Maintain human resources records (HR:359) (SU)

Performance Element: Manage staff growth and development to increase productivity and employee satisfaction.

Performance Indicators:

Orient new employees (HR:360) (CS)
Orient new employees (management's role) (HR:361, MN LAP 44) (SU)
Explain the role of training and human resources development (HR:362, MN LAP 42) (SU)
Explain the nature of management/supervisory training (HR:363, MN LAP 50) (SU)
Coach employees (HR:364) (SU)
Recognize/Reward employees (HR:365) (SU)
Maintain ongoing discussion of issues related to compensation (HR:391) (SU)
Train staff (HR:392) (SU)
Supervise staff (HR:393) (SU)
Assess employee performance (HR:368) (SU)
Ensure equitable opportunities for employees (HR:367, MN LAP 55) (MN)

Performance Element: Resolve staff issues/problems to enhance productivity and improve employee relationships.

Performance Indicators:

Handle employee complaints and grievances (HR:366, MN LAP 45) (SU)
Explain issues associated with the payroll process (HR:394) (SU)
Explain the nature of remedial action (HR:369) (SU)

Instructional Area: Information Management

Knowledge and Skill Statement: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Use information literacy skills to increase workplace efficiency and effectiveness.

Performance Indicators:

Assess information needs (NF:077) (CS)
Obtain needed information efficiently (NF:078) (CS)
Evaluate quality and source of information (NF:079) (CS)
Apply information to accomplish a task (NF:080) (CS)
Store information for future use (NF:081) (CS)

Performance Element: Acquire a foundational knowledge of information management to understand its nature and scope.

Performance Indicators:

Discuss the nature of information management (NF:110) (CS)

Explain the role of ethics in information management (NF:111) (SP)

Explain legal issues associated with information management (NF:076) (SP)

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.

Performance Indicators:

Identify ways that technology impacts business (NF:003) (PQ)

Explain the role of information systems (NF:083) (PQ)

Discuss principles of computer systems (NF:084) (PQ)

Use basic operating systems (NF:085) (PQ)

Describe the scope of the Internet (NF:086) (PQ)

Demonstrate basic e-mail functions (NF:004) (PQ)

Demonstrate personal information management/productivity applications (NF:005) (PQ)

Demonstrate basic web-search skills (NF:006) (PQ)

Demonstrate basic word processing skills (NF:007) (PQ)

Demonstrate basic presentation applications (NF:008) (PQ)

Demonstrate basic database applications (NF:009) (PQ)

Demonstrate basic spreadsheet applications (NF:010) (PQ)

Use an integrated business software application package (NF:088) (CS)

Demonstrate collaborative/groupware applications (NF:011) (CS)

Create and post basic web page (NF:042) (SP)

Establish specifications for selecting hardware/software systems (NF:091) (MN)

Determine venture's information technology needs (NF:012) (MN)

Performance Element: Maintain business records to facilitate business operations.

Performance Indicators:

Describe the nature of business records (NF:001, NF LAP 1) (SP)

Maintain customer records (NF:002) (SP)

Performance Element: Acquire information to guide business decision-making.

Performance Indicators:

Describe current business trends (NF:013) (SP)

Monitor internal records for business information (NF:014) (SP)

Conduct an environmental scan to obtain business information (NF:015) (SP)

Interpret statistical findings (NF:093) (SP)

Instructional Area: Marketing

Knowledge and Skill Statement: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.

Performance Indicators:

Explain marketing and its importance in a global economy (MK:001, BA LAP 11) (CS)

Describe marketing functions and related activities (MK:002, MK LAP 1) (CS)

Performance Element: Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

Performance Indicators:

Explain customer/client/business buying behavior (MK:014) (CS)

Discuss actions employees can take to achieve the company's desired results (MK:015) (CS)

Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (MK:019) (SP)

Performance Element: Understand company's unique selling proposition to recognize what sets the company apart from its competitors.

Performance Indicators:

Identify company's unique selling proposition (MK:016) (SP)

Identify internal and external service standards (MK:017) (SP)

Instructional Area: Operations

Knowledge and Skill Statement: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Understand operation's role and function in business to value its contribution to a company.

Performance Indicators:

Explain the nature of operations (OP:189) (CS)

Discuss the role of ethics in operations (OP:190) (SP)

Describe the use of technology in operations (OP:191) (SP)

Performance Element: Adhere to health and safety regulations to support a safe work environment.

Performance Indicators:

Describe health and safety regulations in business (OP:004) (PQ)

Report noncompliance with business health and safety regulations (OP:005) (PQ)

Performance Element: Implement safety procedures to minimize loss.

Performance Indicators:

Follow instructions for use of equipment, tools, and machinery (OP:006) (PQ)

Follow safety precautions (OP:007, RM LAP 2) (PQ)

Maintain a safe work environment (OP:008) (CS)

Explain procedures for handling accidents (OP:009, RM LAP 3) (CS)

Handle and report emergency situations (OP:010) (CS)

Performance Element: Determine needed safety policies/procedures to protect employees.

Performance Indicators:

Identify potential safety issues (OP:151) (MN)

Establish safety policies and procedures (OP:012) (MN)

Performance Element: Implement security policies/procedures to minimize chance for loss.

Performance Indicators:

Explain routine security precautions (OP:013, RM LAP 4) (CS)

Follow established security procedures/policies (OP:152) (CS)

Protect company information and intangibles (OP:153) (CS)

Performance Element: Develop policies/procedures to protect workplace security.

Performance Indicators:

Identify potential security issues (OP:154) (MN)

Establish policies to protect company information and intangibles (OP:155) (MN)

Establish policies to maintain a non-hostile work environment (OP:156) (MN)

Establish policies and procedures to maintain physical security of the work environment (OP:157) (MN)

Performance Element: Utilize project-management skills to improve workflow and minimize costs.

Performance Indicators:

Explain the nature of project management (OP:158) (SP)

Identify resources needed for project (OP:003) (SP)

Develop project plan (OP:001) (SP)

Apply project-management tools to monitor project progress (OP:002) (SP)

Evaluate project results (OP:159) (SP)

Performance Element: Implement purchasing activities to obtain business supplies, equipment, and services.

Performance Indicators:

Explain the nature and scope of purchasing (OP:015) (CS)

Place orders/reorders (OP:016) (CS)

Maintain inventory of supplies (OP:031) (CS)

Manage the bid process in purchasing (OP:160) (SP)

Select vendors (OP:161) (SP)

Evaluate vendor performance (OP:162) (SP)

Performance Element: Understand production's role and function in business to recognize its need in an organization.

Performance Indicators:

Explain the concept of production (OP:017, BA LAP 1) (CS)

Describe production activities (OP:018) (CS)

Performance Element: Implement quality-control processes to minimize errors and to expedite workflow.

Performance Indicators:

Identify quality-control measures (OP:163) (SP)

Utilize quality control methods at work (OP:164) (SP)

Describe crucial elements of a quality culture (OP:019) (SP)

Describe the role of management in the achievement of quality (OP:020) (MN)

Establish efficient operating systems (OP:022) (MN)

Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.

Performance Indicators:

Explain the nature of overhead/operating costs (OP:024) (SP)
Explain employee's role in expense control (OP:025, MN LAP 56) (SP)
Control use of supplies (OP:026) (SU)
Conduct breakeven analysis (OP:192) (MN)
Negotiate service and maintenance contracts (OP:027) (MN)
Negotiate lease or purchase of facility (OP:028) (MN)
Develop expense control plans (OP:029) (MN)
Use budgets to control operations (OP:030) (MN)

Performance Element: Maintain property and equipment to facilitate ongoing business activities.

Performance Indicators:

Identify routine activities for maintaining business facilities and equipment (OP:032) (SP)
Plan maintenance program (OP:033) (MN)

Instructional Area: Professional Development

Knowledge and Skill Statement: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Performance Indicators:

Maintain appropriate personal appearance (PD:002, PD LAP 5) (PQ)
Demonstrate systematic behavior (PD:009, HR LAP 4) (PQ)
Set personal goals (PD:018, HR LAP 6) (CS)

Performance Element: Utilize critical-thinking skills to determine best options/outcomes.

Performance Indicators:

Explain the need for innovation skills (PD:126) (CS)
Make decisions (PD:017, PD LAP 10) (CS)
Demonstrate problem-solving skills (PD:077, IS LAP 2) (CS)
Demonstrate appropriate creativity (PD:012, PD LAP 2) (SP)
Use time-management skills (PD:019, OP LAP 1) (SP)

Performance Element: Participate in career-planning to enhance job-success potential.

Performance Indicators:

Assess personal interests and skills needed for success in business (PD:013, HR LAP 2) (PQ)

Analyze employer expectations in the business environment (PD:020) (PQ)

Explain the rights of workers (PD:021) (PQ)

Identify sources of career information (PD:022) (CS)

Identify tentative occupational interest (PD:023) (CS)

Explain employment opportunities in business (PD:025, PD LAP 15) (CS)

Performance Element: Implement job-seeking skills to obtain employment.

Performance Indicators:

Utilize job-search strategies (PD:026) (PQ)

Complete a job application (PD:027) (PQ)

Interview for a job (PD:028) (PQ)

Write a follow-up letter after job interviews (PD:029) (CS)

Write a letter of application (PD:030) (CS)

Prepare a résumé (PD:031) (CS)

Use networking techniques to identify employment opportunities (PD:037) (SP)

Performance Element: Utilize career-advancement activities to enhance professional development.

Performance Indicators:

Describe techniques for obtaining work experience (e.g., volunteer activities, internships) (PD:032) (PQ)

Explain the need for ongoing education as a worker (PD:033) (PQ)

Explain possible advancement patterns for jobs (PD:034) (PQ)

Identify skills needed to enhance career progression (PD:035) (SP)

Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (PD:036, CD LAP 1) (SP)

Instructional Area: Strategic Management

Knowledge and Skill Statement: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Performance Element: Recognize management's role to understand its contribution to business success.

Performance Indicators:

Explain the concept of management (SM:001, BA LAP 6) (CS)

Explain the nature of managerial ethics (SM:002) (MN)

Performance Element: Utilize planning tools to guide organization's/ department's activities.

Performance Indicators:

Explain the nature of business plans (SM:007, SM LAP 1) (MN)

Develop company goals/objectives (SM:008) (ON)

Define business mission (SM:009) (ON)

Conduct an organizational SWOT (SM:010) (ON)

Explain external planning considerations (SM:011, MN LAP 43) (MN)

Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) (SM:027) (MN)

Develop action plans (SM:012) (ON)

Develop business plan (SM:013) (ON)

Performance Element: Control an organization's/department's activities to encourage growth and development.

Performance Indicators:

Describe the nature of managerial control (control process, types of control, what is controlled) (SM:004) (SP)

Analyze operating results in relation to budget/industry (SM:005) (MN)

Track performance of business plan (SM:006) (MN)

Instructional Area: Customer Relations

Knowledge and Skill Statement: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Support sales activities to encourage repeat business.

Performance Indicators :

Process customer orders (CS)

Process customer returns (CS)

Performance Element: Utilize technology to facilitate customer relationship management.

Performance Indicators :

Explain the use of databases in customer relationship management (CS)

Use CRM technology (SP)

Instructional Area: Knowledge Management

Knowledge and Skill Statement: Understands the systems, strategies, and techniques used to collect, organize, analyze, and share information known in an organization

Performance Element: Acquire a foundational understanding of knowledge management to understand its nature and scope.

Performance Indicators :

Explain the nature of knowledge management (SP)

Discuss the role of ethics in knowledge management (SP)

Explain the use of technology in knowledge management (SP)

Explain legal considerations for knowledge management (SP)

Performance Element: Use knowledge management strategies to improve the performance and competitive advantage of an organization.

Performance Indicators :

Identify techniques that can be used to capture and transfer knowledge in an organization (SP)

Determine factors causing loss of organizational knowledge (MN)

Implement knowledge-management strategies (MN)

Instructional Area: Project Management

Knowledge and Skill Statement: Understands tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects

Performance Element: Utilize project management skills to start, run, and end projects.

Performance Indicators:

Explain the nature of a project life cycle (SP)

Explain standard project-management processes (SP)

Coordinate schedules and activities (SP)

Track project progress and results (SP)

Instructional Area: Quality Management

Knowledge and Skill Statement: Understands the need for standards and the strategies and techniques used to implement, monitor, and evaluate them

Performance Element: Understand the role and function of quality management to obtain a foundational knowledge of its nature and scope.

Performance Indicators:

Explain the nature of quality management (SP)

Describe the nature of quality management frameworks (e.g., Six Sigma, ITIL, CMMI) (SP)

Discuss the need for continuous improvement of the quality process (SP)

Instructional Area: Risk Management

Knowledge and Skill Statement: Understands risk-management strategies and techniques used to minimize business loss

Performance Element: Acquire a foundational understanding of risk management to demonstrate knowledge of its nature and scope.

Performance Indicators :

Explain the role of ethics in risk management (SP)

Describe the use of technology in risk management (SP)

Discuss legal considerations affecting risk management (MN)

Administrative Services facilitate business operations through a variety of administrative and clerical duties including information and communication management, data processing and collection, and project tracking. Sample occupations include:

Administrative Assistant
Executive Assistant
Project Coordinator

Customer Service Representative
Office Manager

Instructional Area: Communication Skills

Knowledge and Skill Statement: Understands the concepts, strategies, and systems used in administrative services to obtain and convey ideas and information

Performance Element: Facilitate internal/external office communications to support work activities.

Performance Indicators :

Greet and direct visitors (CS)
Relay messages (CS)
Field telephone calls (CS)
Screen telephone calls (CS)

Instructional Area: Emotional Intelligence

Knowledge and Skill Statement: Understands techniques, strategies, and systems used in administrative services to foster self-understanding and enhance relationships with others.

Performance Element: Apply ethics to demonstrate trustworthiness.

Performance Indicators :

Take responsibility for decisions and actions (PQ)
Exercise confidentiality (CS)
Manage commitments in a timely manner (CS)

Performance Element: Use communication skills to influence others.

Performance Indicators :

Offer constructive criticism (SU)

Instructional Area: Human Resources Management

Knowledge and Skill Statement: Understands the tools techniques, and systems that administrative service supervisors use to plan, staff, lead, and organize their human resources

Performance Element: Assist with staff growth and development to increase productivity and employee satisfaction.

Performance Indicators :

Train staff on system usage (SU)

Instructional Area: Information Management

Knowledge and Skill Statement: Understands tools, strategies, and systems administrative service employees need to access, process, maintain, evaluate, and disseminate information to support managers.

Performance Element: Perform scheduling functions to facilitate on-time, prompt completion of work activities.

Performance Indicators :

Create calendar/schedule (CS)

Maintain appointment calendar (CS)

Verify appointments (CS)

Make travel arrangements (SP)

Make meeting arrangements (SP)

Performance Element: Manage business records to maintain needed documentation.

Performance Indicators :

Process customer orders (CS)

Route orders (CS)

File records electronically/manually (CS)

Maintain files(CS)

Collect documentation needed to compile reports (CS)

Track shipping practices (CS)

Set up filing system appropriate for media/documents being stored (SP)

Control incoming/outgoing documentation process (SP)

Develop retention system appropriate for media/documents being stored (SP)

Archive information according to retention procedures (SP)

Audit records periodically (MN)

Performance Element: Prepare documentation of business activities to communicate with internal/external clients.

Performance Indicators :

Proofread documents (CS)

Prepare reports (CS)

Prepare financial data (SP)

Prepare RFPs (Request for Proposal) (MN)

Performance Element: Utilize information technology tools to manage and perform work responsibilities.

Performance Indicators :

Demonstrate advanced web-search skills (SP)

Demonstrate advanced word-processing skills (SP)

Demonstrate advanced presentation applications (SP)

Demonstrate advanced database applications (SP)

Mine databases for information (SP)

Demonstrate advanced spreadsheet applications (SP)

Create a web page for business applications (SP)

Capture text using OCR (optical character reader) software (SP)

Use voice recognition technology to prepare documents (SP)

Utilize project-management software (SP)

Utilize imaging software (SP)

Instructional Area: Operations

Knowledge and Skill Statement: Understands the processes and systems implemented to monitor, plan, and control the day-to-day administrative activities required for continued business functioning

Performance Element: Utilize office equipment to accomplish job assignments.

Performance Indicators :

Operate calculator (PQ)

Operate copier (PQ)

Operate printer (PQ)

Operate fax machines (PQ)

Operate postage meter (CS)

Operate scanner (CS)

Performance Element: Troubleshoot problems with office equipment to make repairs and/or to obtain technical support.

Performance Indicators :

Isolate and identify source of technical problem (CS)

Follow manufacturer's written procedures to fix technical problem (CS)

Obtain technical support services (CS)

Performance Element: Abide by risk-management policies and procedures for technology to minimize loss.

Performance Indicators :

Adhere to technology safety and security policies (e.g., acceptable use policy, web page policies) (CS)

Apply ergonomic techniques to technology tasks (CS)

Adhere to laws pertaining to computer crime, fraud, and abuse (CS)

Follow procedures used to restart and recover from situations (e.g., system failure, virus infection) (CS)

Follow policies to prevent loss of data integrity (CS)

Adhere to organization's policies for technology use (CS)

Performance Element: Maintain work flow to enhance productivity.

Performance Indicators :

Organize and prioritize work (CS)

Complete assigned tasks in a timely manner (CS)

Coordinate work with that of team members (CS)

Assist with overflow work (CS)

Coordinate submission of proposals (SP)

Performance Element: Utilize project management skills to start, run, and end projects.

Performance Indicators :

Coordinate schedules and activities (SP)

Plan meetings (SP)

Performance Element: Implement purchasing activities to obtain business supplies, equipment, and services.

Performance Indicators :

Maintain vendor/supplier relationships (SP)

Conduct vendor/supplier search (SP)

Negotiate terms with vendors (SP)

Instructional Area: Professional Development

Knowledge and Skill Statement: Understands concepts, tools, and strategies used to explore, obtain, and develop in an administrative services career

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Performance Indicators :

Explain professional responsibilities in administrative services (CS)

Balance personal and professional responsibilities (SP)

Performance Element: Understand and follow company rules and regulations to maintain employment.

Performance Indicators :

Adhere to company policies (CS)

Follow rules of conduct (CS)

Follow chain of command (CS)

Performance Element: Achieve organizational goals to contribute to company growth.

Performance Indicators :

Determine the nature of organizational goals (SP)

Ascertain employee's role in meeting organizational goals (SP)

Establish performance standards to meet organizational goals (MN)

Monitor progress in achieving organizational goals (MN)

Performance Element: Participate in career planning to enhance job success potential.

Performance Indicators :

Explain career opportunities in administrative services (CS)

Describe certifications in administrative services (CS)

Business Information Management is an umbrella term covering those careers that provide a bridge between business processes/initiatives and IT. Employees in this area help to align business and IT goals. Sample occupations include:

Business Analyst
Functional Specialist
Relationship Manager

Business Process Manager
Project Manager

Instructional Area: Business Law

Knowledge and Skill Statement: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Apply knowledge of business contracts to establish business relationships.

Performance Indicators:

Discuss the nature of contract suspensions (SP)
Explain the nature of contract terminations (SP)
Issue a business contract (MN)

Instructional Area: Financial Analysis

Knowledge and Skill Statement: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Utilize cost accounting methods to guide business decisions pertaining to quality.

Performance Indicators:

Discuss the implications of quality costs (SP)
Calculate quality costs (e.g. prevention, appraisal, failure) (MN)

Performance Element: Manage risk to protect a business's well-being.

Performance Indicators :

Explain the impact of risk on business (SP)
Discuss the nature of credit risk management (MN)
Discuss reasons to integrate risk management into business operations (MN)
Discuss the nature of enterprise risk management (ERM) (MN)
Integrate risk management into business operations (MN)

Performance Element: Implement suitable internal accounting controls to ensure the proper recording of financial transactions.

Performance Indicators :

Explain the purpose of internal accounting controls (SP)

Determine the components of internal accounting control procedures for a business (MN)

Maintain internal accounting controls (MN)

Instructional Area: Information Management

Knowledge and Skill Statement: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Facilitate computer system operations to enhance usability.

Performance Indicators :

Explain issues involved in designing systems for different environments (SP)

Explain usability engineering methods (SP)

Support and maintain a multimedia website (SP)

Performance Element: Create and access databases to acquire information for business decision-making.

Performance Indicators :

Explain the principles of data analysis (SP)

Explain the nature of tools that can be used to access information in the database system (SP)

Access information in the database system (SP)

Build data in a data warehouse (SP)

Create a meaningful data set (SP)

Manipulate data in the database management system (SP)

Analyze company's data requirements (SP)

Design a database to meet business requirements (SP)

Identify database trends (SP)

Performance Element: Apply data mining methods to acquire pertinent information for business decision-making.

Performance Indicators :

Discuss the nature of data mining (CS)

Describe data mining tools and techniques (SP)

Discuss the importance of ethics in data mining (SP)

Demonstrate basic data mining techniques (SP)

Interpret data mining findings (SP)

Performance Element: Utilize computer's operating system to manage and perform work responsibilities.

Performance Indicators:

Move files in the computer operating system (CS)

Create directories (CS)

Performance Element: Utilize technology to support business strategies and operations.

Performance Indicators :

Explain methods used to develop the technological infrastructure (SP)

Identify the management information requirements of an organization (MN)

Discuss the nature of enterprise architecture (MN)

Align technology with business needs (MN)

Instructional Area: Operations

Knowledge and Skill Statement: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Utilize project management processes to plan a business project.

Performance Indicators :

Initiate a business project (MN)

Design a business project (MN)

Performance Element: Utilize project management processes to conduct a business project.

Performance Indicators :

Implement a project (MN)

Manage project team (MN)

Monitor a business project (MN)

Minimize a business project's errors (MN)

Conclude a business project (MN)

Performance Element: Manage purchasing activities to obtain the best service/product for the project at the least cost.

Performance Indicators :

Maintain vendor/supplier relationships (SP)

Negotiate terms with vendors (SP)

Establish bid specifications (MN)

Performance Element: Develop an understanding of business analysis to improve business functions and activities.

Performance Indicators :

Discuss the nature of business analysis (SP)

Discuss the connection between business analysis and business process management (SP)

Explain types of requirements (e.g. business, system, functional, nonfunctional) (SP)

Performance Element: Develop requirements and solutions to improve business processes, performance, or people.

Performance Indicators :

Plan the requirements development process (SP)

Determine requirements stakeholders (SP)

Elicit requirements from stakeholders (SP)

Validate requirements (SP)

Ensure the usability of a proposed solution (SP)

Performance Element: Manage quality-control processes to minimize errors and to improve processes.

Performance Indicators :

Test product/service for quality (SP)

Determine reliability factors impacting the quality of a product/service (MN)

Develop continuous-improvement strategies (MN)

Develop a plan/program for quality achievement (MN)

Instructional Area: Professional Development

Knowledge and Skill Statement: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business information management career

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Performance Indicators :

Explain professional responsibilities in business information management (SP)

Discuss the role and responsibilities of project managers (SP)

Describe the role and responsibilities of business analysts (SP)

Performance Element: Participate in career planning to enhance job success potential.

Performance Indicators :

Explain career opportunities in business information management (SP)

Describe certifications in business information management (SP)

Instructional Area: Strategic Management

Knowledge and Skill Statement: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Performance Element: Coordinate information management and business management to aid in business planning.

Performance Indicators :

Explain the strategic role of information systems/information communication technology within an organization (SP)

Determine risks and rewards of developing a strategic role for information systems/information communication technology (MN)

Integrate information systems planning with business planning (MN)

General Management focuses on careers that plan, organize, direct, and evaluate all or part of a business organization through the allocation and use of financial, human, and material resources. Sample occupations include:

Director
Regional Manager
Store Manager

District Manager
Small Business Manager
Supervisor

Instructional Area: Business Law

Knowledge and Skill Statement: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Adhere to regulations for business expansion to meet government requirements and industry standards.

Performance Indicators :

Follow domestic laws governing business expansion (MN)

Follow laws governing global expansion (MN)

Performance Element: Understand government/legal activities that affect global trade to make business decisions.

Performance Indicators :

Describe customs regulations (SP)

Comply with export licensing regulations (MN)

Obtain releases and clearances to export products (MN)

Explain the nature of legal recourse in resolving global business disputes (MN)

Instructional Area: Communication Skills

Knowledge and Skill Statement: Understands the concepts, strategies, and systems used by management to obtain and convey ideas and information

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.

Performance Indicators :

Write analytical reports (i.e., reports that examine a problem/issue and recommend an action) (SP)

Write research reports (SP)

Instructional Area: Economics

Knowledge and Skill Statement: Understands the economic principles and concepts fundamental to business operations

Performance Element: Recognize global trade's impact on business activities to guide business decision-making.

Performance Indicators :

- Discuss the impact of globalization on business (SP)
- Explain cultural considerations that impact global business relations (SP)
- Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (SP)
- Explain the impact of major trade alliances on business activities (SP)
- Describe the impact of the political environment on world trade (SP)
- Explain the impact of geography on world trade (SP)
- Describe the impact of a country's history on world trade (SP)
- Explain the impact of a country's economic development on world trade (SP)
- Discuss the potential impact of emerging economies on business activities (MN)

Instructional Area: Emotional Intelligence

Knowledge and Skill Statement: Understands techniques, strategies, and systems used by management to foster self-understanding and enhance relationships with others

Performance Element: Apply ethics to demonstrate trustworthiness to staff.

Performance Indicators :

- Use ethics in staff supervision (SU)
- Explain the nature of managerial ethics (MN)

Performance Element: Manage internal and external business relationships to foster positive interactions.

Performance Indicators :

- Explain the impact of business customs and practices on global trade (SP)
- Describe the nature of business customs and practices in the North American market (SP)
- Explain the nature of business customs and practices in Europe (SP)
- Explain the nature of business customs and practices in Latin America (SP)
- Describe the nature of business customs and practices in the Pacific Rim (SP)
- Discuss the nature of business customs and practices in the Middle East (SP)

Instructional Area: Financial Analysis

Knowledge and Skill Statement: Understands tools, strategies, and systems managers use to maintain, monitor, control, and plan the use of financial resources

Performance Element: Manage business risks to protect a business's financial well-being.

Performance Indicators :

- Identify a business's risks (MN)
- Assess business risks (MN)
- Assess task risks (MN)
- Assess accounting risks (MN)
- Assess legal risks (MN)
- Evaluate speculative business risks (MN)
- Assess business's potential to expand into new markets (MN)
- Select risk-management strategies (MN)
- Develop risk-management plan (MN)
- Evaluate risk-management plan (MN)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators :

- Interpret cash-flow statements (MN)
- Monitor business's profitability (MN)

Instructional Area: Operations

Knowledge and Skill Statement: Understands the processes and systems that managers implement to monitor, plan, and control the day-to-day business activities required for continued business functioning

Performance Element: Manage purchasing activities to obtain the best service/product at the least cost.

Performance Indicators :

- Maintain vendor/supplier relationships (SP)
- Negotiate terms with vendors (SP)
- Establish bid specifications (MN)

Performance Element: Manage quality-control processes to minimize errors and to expedite workflow.

Performance Indicators :

Explain the nature of quality management (SP)

Discuss the need for continuous improvement of the quality process (SP)

Develop continuous-improvement strategies (MN)

Develop a plan/program for quality achievement (MN)

Instructional Area: Professional Development

Knowledge and Skill Statement: Understands concepts, tools, and strategies used to explore, obtain, and develop in a management career.

Performance Element: Explore professional development opportunities to enhance management skills.

Performance Indicators :

Identify continuing education courses or programs available to enhance management skills (SP)

Describe certifications for management professionals (e.g., American Management Association [AMA], American National Standards Institute [ANSI]) (SP)

Identify professional association opportunities for management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications) (SP)

Performance Element: Adhere to a professional code of ethics to guide business decisions.

Performance Indicators :

Discuss factors to consider in developing a managerial code of ethics (MN)

Utilize an established professional code of ethics (MN)

Instructional Area: Strategic Management

Knowledge and Skill Statement: Understands tools, techniques, and systems that affect a manager's ability to plan, control, and organize

Performance Element Recognize management's role to understand its contribution to business success.

Performance Indicators :

Describe factors that influence management (MN)

Discuss the nature of global management (MN)

Explain management theories and their applications (MN)

Performance Element: Plan organization's/department's activities to guide and support decision-making and to ensure that staff focuses on the right priorities.

Performance Indicators :

Describe the strategic planning process within an organization (MN)
Identify and set benchmarks for key performance indicators (MN)
Develop strategies for achieving company vision (MN)
Determine alternative actions to take when goals are not being met (MN)
Evaluate opportunities for potential company changes (MN)
Develop processes that can be used to improve business results (MN)
Analyze exit plan options (ON)
Develop company vision (ON)
Determine business's overall global strategy (ON)
Develop company's management plan (ON)

Performance Element: Design organizational structure to facilitate business activities.

Performance Indicators :

Describe organizational structures for managing foreign business activities (MN)
Develop an organizational plan for human resources (MN)
Develop an organizational strategy for foreign businesses (MN)

Performance Element: Determine staffing needs to minimize costs while maximizing business contribution.

Performance Indicators :

Describe the nature of human-resources planning (SU)
Explain approaches to the identification of human resources in foreign markets (SU)
Determine causes of staff turnover (MN)

Performance Element: Control organization's/department's activities to monitor business activities and to make business decisions.

Performance Indicators :

Discuss the importance of the coordinating/controlling role in the business environment (MN)
Evaluate individual department's contribution to organizational effectiveness (MN)
Apply benchmarking techniques (MN)
Interpret internal information for strategic planning (e.g., financial/accounting, marketing, operations, human resources, information technology, and individual employee data) (MN)
Assess company's strategic-planning processes (MN)

Human Resources Management focuses on the staffing activities that involve planning, recruitment, selection, orientation, training, performance appraisal, compensation, and safety of employees. Sample occupations include:

Benefits Administrator
HR Generalist
Labor Relations Manager
Training Manager

Compensation Analyst
HR Manager
Recruiter

Instructional Area: Business Law

Knowledge and Skill Statement: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Implement human-resources laws and regulations to ensure equitable treatment of employees and to meet government requirements.

Performance Indicators:

Explain unfair labor practices (SP)

Comply with compensation and benefit laws (SP)

Determine human resources management's legal responsibility in maintaining labor relations (MN)

Participate in collective-bargaining process (MN)

Instructional Area: Communication Skills

Knowledge and Skill Statement: Understands the concepts, strategies, and systems used by management to obtain and convey ideas and information

Performance Element: Communicate with staff to clarify workplace expectations and benefits.

Performance Indicators:

Maintain confidentiality in dealing with personnel (SP)

Describe elements of a human resources management's communications program (SP)

Communicate diversity strategies (MN)

Communicate compensation and benefits plan and policies to workforce (MN)

Instructional Area: Emotional Intelligence

Knowledge and Skill Statement: Understands techniques, strategies, and systems used by human resources management to foster self-understanding and enhance relationships with others

Performance Element: Use communication skills to influence others.

Performance Indicators:

Negotiate benefit plan administration and improvements (e.g., reduced costs, better benefits) with carriers (MN)

Performance Element: Manage internal and external business relationships to influence organizational decision-making.

Performance Indicators:

Establish strategic relationships with individuals/teams in the business (MN)

Establish alliances with key individuals and groups to share best-practices (MN)

Instructional Area: Financial Analysis

Knowledge and Skill Statement: Understands tools, strategies, and systems managers use to maintain, monitor, control, and plan the use of financial resources

Performance Element: Manage financial resources to maintain and evaluate human-resources expenses.

Performance Indicators:

Prepare and maintain human-resources development budget (MN)

Evaluate cost of a human-resources development program (MN)

Instructional Area: Human Resources Management

Knowledge and Skill Statement: Understands the tools techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Understand human resources management models to demonstrate knowledge of their nature and scope.

Performance Indicators:

Explain human resources management functions (SP)

Describe phases of human resources management (SP)

Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.)(SP)

Performance Element: Plan talent-acquisition activities to guide human resources management decision-making.

Performance Indicators:

Describe planning techniques used in the hiring process (e.g., succession planning, forecasting, etc.) (SP)
Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.) (MN)
Assess availability of qualified applicants (MN)
Classify jobs (MN)
Establish employee-selection procedures (MN)
Develop strategies to market the organization to potential employees (MN)
Develop a staffing plan (MN)

Performance Element: Implement talent-acquisition activities to obtain qualified staff.

Performance Indicators:

Administer and interpret employee selection tests (SP)
Assess employees' potential for growth and development in the organization (MN)
Make job offer (MN)
Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.) (MN)
Evaluate the effectiveness of recruitment sources (MN)

Performance Element: Control talent-acquisition activities to improve efficiencies of human resources selection.

Performance Indicators:

Use staffing metrics to assess effectiveness of hiring decisions (e.g., cost benefit analysis, costs-per-hire, selection ratios, adverse impact, etc.) (MN)
Develop hiring policies and procedures (MN)

Performance Element: Conduct on-boarding activities to facilitate employee start-up.

Performance Indicators:

Perform post-employment offer activities (SP)
Explain the use of employment contracts (SP)
Explain standard relocation practices (SP)
Assist with employee relocation (SP)
Describe expatriation and repatriation issues and practices (SP)
Evaluate effectiveness of new-employee orientation (MN)
Assess effectiveness of training (MN)

Performance Element: Determine employee-development needs to foster staff's growth and professional development.

Performance Indicators:

Assess employee skills (SP)
Conduct task/process analysis (SP)
Assess company's learning needs (SP)

Performance Element: Administer human-resources development activities.

Performance Indicators:

Write training activities (SP)
Select subject-matter experts for employee-development activities (SP)
Conduct gap and/or needs analysis to identify human-resources development needs (SP)
Determine issues impacting human-resources development (e.g., organizational culture and policies, societal norms, etc.) (SP)
Apply human-resources development theories (SP)
Implement employee-development program (SP)
Develop training program (MN)
Assess human-resources development program effectiveness (MN)

Performance Element: Control human resources management activities to maintain workforce standards.

Performance Indicators:

Assist with establishment of work rules (SP)
Implement informal performance appraisals (MN)
Assist supervisors with performance appraisal tools (MN)
Develop written performance-management procedures (MN)
Develop human-resources policy/procedure manual (MN)

Performance Element: Build employer-employee relationships to foster productivity.

Performance Indicators:

Describe ways that businesses build positive employer-employee relationships (SP)
Assess effectiveness of employee-relations activities (SP)
Develop employee-relations programs (MN)

Performance Element: Resolve staff issues/problems to enhance productivity and improve employee relationships.

Performance Indicators:

Explain labor-relations issues (SP)
Describe out-placement procedures and activities used in layoffs (SP)
Document employee issues (MN)
Discipline employees (MN)
Participate in dispute resolution (MN)
Determine the strategic importance of employee exit (MN)
Adhere to employment-at-will regulations (MN)
Release staff due to layoffs (MN)

Performance Element: Select compensation system to match management's goals and attract employees.

Performance Indicators:

Explain payroll functions (SP)
Select a payroll system (MN)
Explain the components of a compensation system (SP)
Determine components of compensation system (MN)
Discuss the nature of executive compensation (MN)
Identify pay structures (MN)
Determine pay grade of job (MN)

Performance Element: Analyze compensation functions to meet employee expectations and to remain competitive with other employers.

Performance Indicators:

Identify emerging compensation issues (SP)
Analyze pay rates (MN)
Evaluate compensation policies and procedures (MN)

Performance Element: Identify employee benefit options to attract and keep qualified employees.

Performance Indicators:

Explain the nature of benefit plans (e.g., health insurance, life insurance, retirement plans, educational assistance, health club, etc.) (SP)
Explain the nature of retirement plans (SP)

Performance Element: Select benefit options to offer employees.

Performance Indicators:

Conduct benefits need assessment (SP)

Design a retirement plan (MN)

Establish a benefits plan (MN)

Performance Element: Analyze benefit plans to maximize employee satisfaction while minimizing human-resources costs.

Performance Indicators:

Explain methods that can be used to analyze benefit plans (MN)

Evaluate benefits plan (MN)

Performance Element: Select and analyze employee fitness and wellness program to facilitate employee well-being.

Performance Indicators:

Explain types of fitness/wellness programs offered by businesses (SP)

Assess company's employee fitness/wellness program (SP)

Performance Element: Develop and assess company's health and safety programs to ensure compliance and protect employees.

Performance Indicators:

Implement workplace injury/occupational illness procedures (SP)

Evaluate effectiveness of company's injury/occupational illness prevention programs (SP)

Set up company's injury/occupational illness prevention programs (MN)

Performance Element: Contribute to organizational development to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges.

Performance Indicators:

Explain the nature of organizational development (SP)

Apply organizational-development theories (MN)

Evaluate human resources management's contribution to organizational effectiveness (MN)

Instructional Area: Information Management

Knowledge and Skill Statement: Understands tools, strategies, and systems human resources management needs to access, process, maintain, evaluate, and disseminate information to support managers

Performance Element: Utilize a human resource information system to increase organizational efficiency.

Performance Indicators:

Explain the nature of a human resource information system (HRIS) (SP)

Capture and store data in a human resource information system (HRIS) (SP)

Mine data in human resource information system (SP)

Identify trends in human resource information systems (HRIS) (MN)

Institute policies/procedures to protect the privacy of human-resources information (MN)

Instructional Area: Marketing

Knowledge and Skill Statement: Understands the tools, techniques, and systems that businesses use to create, communicate, and deliver value to customers and to manage customer relationships in ways that benefit the organization and its stakeholders

Performance Element: Understand company's unique selling proposition to recognize what sets the company apart from its competitors.

Performance Indicators:

Develop strategies to market the organization to potential employees (MN)

Instructional Area: Operations

Knowledge and Skill Statement: Understands the processes and systems that human resources management implements to monitor, plan, and control the day-to-day business activities required for continued business functioning

Performance Element: Understand health and safety issues to support a safe work environment.

Performance Indicators:

Describe general health and safety practices monitored and assessed by human resources management (SP)

Discuss the nature of incident and emergency response plans (SP)

Describe the nature of employee-assistance programs (SP)

Explain the nature of employee fitness/wellness programs (SP)

Discuss human resources management issues resulting from employee's drug use and dependency (SP)

Performance Element: Troubleshoot health and safety problems to foster a safe work environment.

Performance Indicators:

Identify potential workplace violence conditions (SP)

Protect business's security when terminating employees (MN)

Implement workplace injury/occupational illness procedures (e.g., worker's compensation, OSHA) (MN)

Ensure compliance with all applicable workplace health and safety laws and regulations (MN)

Facilitate investigation procedures of workplace safety, health, and security enforcement agencies (MN)

Performance Element: Develop and analyze human-resources programs, practices, and services that promote the physical and mental well-being of individuals in the workplace to protect individuals and the workplace.

Performance Indicators:

- Recommend an emergency response and business recovery plan (SP)
- Recommend an incidence response plan (SP)
- Evaluate incident and emergency response plans (e.g., natural disasters, workplace safety threats, evacuations, etc.)
- Recommend a security plan for a business (SP)
- Evaluate security plans to protect the company from liability (MN)
- Develop/select injury/occupational illness prevention programs (MN)
- Develop/select safety training and incentive programs (MN)
- Set up an employee-assistance program (MN)
- Assess employee-wellness programs (MN)
- Evaluate effectiveness of safety training and incentive programs (MN)

Instructional Area: Professional Development

Knowledge and Skill Statement: Understands concepts, tools, and strategies used to explore, obtain, and develop in a human resources management career.

Performance Element: Participate in career planning to enhance job success potential.

Performance Indicators:

- Explain career opportunities in human resources management (SP)
- Describe certifications for human resources-management professionals (e.g., Professional in Human Resources [PHR], Senior Professional in Human Resources [SPHR], Global Professional in Human Resources [GPHR], etc.) (SP)

Performance Element: Explore professional development opportunities to enhance skills needed in human resources management.

Performance Indicators:

- Identify continuing education courses or programs available to enhance human resources management skills (SP)
- Identify professional association opportunities for human resources management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications) (SP)
- Utilize human resources publications (e.g., books, periodicals, newsletters) to update human-resources skills (SP)

Instructional Area: Strategic Management

Knowledge and Skill Statement: Understands tools, techniques, and systems that affect human resources management's ability to plan, control, and organize

Performance Element: Implement strategic-planning processes to guide human-resources-management decision-making.

Performance Indicators:

Explain how human resources management participates in a company's strategic planning process (SP)

Determine the strategic importance of organizational exit (MN)

Develop organizational change-management program (MN)

Facilitate activities to enable strategic management process implementation (MN)

Evaluate human resources management's contribution to organizational effectiveness (MN)

Performance Element: Evaluate organization's strategic planning and policy-making processes to guide decision-making.

Performance Indicators:

Apply environmental scanning techniques to assess strategic-planning processes (MN)

Apply results of environmental scan to business goals/objectives (MN)

Evaluate organizational change-management program (MN)

Operations Management focuses on planning, organizing, coordinating, and controlling the resources needed to produce/provide a business's goods and/or services. Examples of activities in Operations Management are quality control, scheduling, procurement, and warehousing. Sample occupations include:

Chief Operations Officer
Procurement Analyst
Quality Manager

Master Scheduler
Purchasing Manager
Supply Chain Manager

Instructional Area: Business Law

Knowledge and Skill Statement: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Apply knowledge of business contracts to establish business relationships.

Performance Indicators:

Discuss the nature of contract suspensions (SP)
Explain the nature of contract terminations (SP)
Issue a service/goods contract (MN)

Performance Element: Understand laws regulating the vendor/supplier bidding process to facilitate business operations.

Performance Indicators:

Discuss regulations that affect the vendor/supplier bidding process (SP)

Instructional Area: Customer Relations

Knowledge and Skill Statement: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance sales.

Performance Indicators:

Explain the relationship between customer services and sales (CS)
Process customer orders (CS)
Process returns (CS)

Instructional Area: Financial Analysis

Knowledge and Skill Statement: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Utilize cost accounting methods to guide business decision-making.

Performance Indicators:

Discuss the relationship between operations management and accounting (SP)

Describe the nature of cost accounting decision making (SP)

Explain the nature of job costing (SP)

Describe the nature of activity-based costing (SP)

Discuss the implications of quality costs (SP)

Perform job costing (MN)

Calculate quality costs (e.g. prevention, appraisal, failure) (MN)

Conduct cost/benefit analysis on planned acquisitions (MN)

Performance Element: Manage risk to protect a business's wellbeing.

Performance Indicators:

Discuss the nature of credit risk management (MN)

Discuss reasons to integrate risk management into business operations (MN)

Discuss the nature of enterprise risk management (ERM) (MN)

Integrate risk management into business operations (MN)

Performance Element: Implement suitable internal accounting controls to ensure the proper recording of financial transactions.

Performance Indicators:

Explain the purpose of internal accounting controls (SP)

Determine the components of internal accounting control procedures for a business (MN)

Maintain internal accounting controls (MN)

Instructional Area: Information Management

Knowledge and Skill Statement: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist operations management decision-making

Performance Element: Explain the role of technology to process and track customer orders.

Performance Indicators:

Describe the impact of technology on order processing (CS)

Explain the nature of universal product code (UPC) barcoding (SP)

Explain the nature of radio frequency identification (RFID) tags (SP)

Instructional Area: Operations

Knowledge and Skill Statement: Understands the processes and systems that operations managers implement to monitor, plan, and control the day-to-day business activities required for continued business functioning

Performance Element: Understand purchasing activities to obtain business materials and services.

Performance Indicators:

Describe the role of solicitations used in the purchasing process (SP)

Discuss the impact of vendor competition on purchasing (SP)

Discuss the importance of utilizing ethical purchasing methods (SP)

Explain the impact of the purchasing process on productivity (SP)

Discuss the nature of purchasing methods (SP)

Describe business objectives/strategies that influence purchasing (SP)

Performance Element: Acquire knowledge of organizational requirements to properly handle purchase requisitions.

Performance Indicators:

Describe types of purchase orders (CS)

Discuss organizational requirements for purchase requisitions (SP)

Discuss priority procedures used by businesses for purchases (SP)

Explain budgetary procedures for purchase requisitions (MN)

Performance Element: Manage purchasing activities to obtain the best service/product at the least cost.

Performance Indicators:

Maintain vendor/supplier relationships (SP)

Develop lists of sources (e.g. approved, preferred, partnered, certified, disqualified) (SP)

Conduct vendor/supplier search (SP)

Negotiate terms with vendors (SP)

Establish bid specifications (MN)

Performance Element: Understand inventory control and management methods to maintain appropriate levels of stock/supplies.

Performance Indicators:

Discuss types of inventory (CS)

Explain methods of inventory control (SP)

Discuss stockless purchasing and inventory systems (SP)

Describe the process of supplier-managed inventory (SP)

Performance Element: Plan the production of a product/service to facilitate business operations.

Performance Indicators:

Explain the factors impacting a master production schedule (MN)

Create a master production schedule (MN)

Evaluate the effectiveness and efficiency of a production schedule (MN)

Performance Element: Manage quality-control processes to minimize errors and to expedite workflow.

Performance Indicators:

Explain the nature of quality management (SP)

Determine reliability factors impacting the quality of a product/service (SP)

Test product/services for quality (SP)

Discuss the need for continuous improvement of the quality process (SP)

Develop continuous-improvement strategies (MN)

Develop a plan/program for quality achievement (MN)

Performance Element: Conduct supply chain management activities to coordinate the movement of materials, information, and funds into an organization and the movement of finished products/services out of an organization.

Performance Indicators:

Explain the nature of order cycle time (SP)

Explain types of supply chain activities (SP)

Describe the nature of inter-organizational supply chains (SP)

Discuss organizational dependence on effective supply chains (SP)

Discuss the nature of supply chain management (SP)

Describe the relationship between supply chain management and logistics (SP)

Describe types of supply-chain management decisions (e.g., location, production, inventory, transportation) (MN)

Implement supply chain management strategies (MN)

Performance Element: Evaluate knowledge management strategies to improve the performance and competitive advantage of the organization.

Performance Indicators:

Explain the role of organizational culture in knowledge management implementation (MN)

Assess knowledge-management strategies (MN)

Performance Element: Manage innovation to gain competitive advantage in the marketplace.

Performance Indicators:

Discuss the nature of product-development management (SP)

Explain ways to align product-development plans with business strategy (MN)

Describe methods for recognizing opportunities for innovation (MN)

Implement product-development management strategies (MN)

Performance Element: Adjust the work capacity of an organization to meet predicted demands.

Performance Indicators:

Discuss the nature of capacity planning (SP)

Describe factors impacting demand (SP)

Explain types of capacity planning (e.g., lead strategy, lag strategy, match strategy) (MN)

Plan work capacity (MN)

Instructional Area: Professional Development

Knowledge and Skill Statement: Understands concepts, tools, and strategies used to explore, obtain, and develop in an operations management career

Performance Element: Understand and follow company rules and regulations to maintain employment.

Performance Indicators:

Adhere to company protocols and policies (CS)

Performance Element: Participate in career planning to enhance job success potential.

Performance Indicators:

Explain career opportunities in operations management (SP)

Describe certifications for operations-management professionals (SP)

Performance Element: Explore professional development opportunities to enhance operations-management skills.

Performance Indicators:

Identify continuing education courses or programs available to enhance operations-management skills (SP)

Identify professional association opportunities for operations-management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications) (SP)

Utilize operations-management publications (e.g., books, periodicals, newsletters) to update skills (SP)

Appendix A

Bibliography

BUSINESS MANAGEMENT AND ADMINISTRATION CLUSTER, GENERAL

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www.careervoyages.gov

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International Association of Administrative Professionals
<http://www.iaap-hq.org/index.htm>

International Virtual Assistants Association
<http://www.ivaa.org/index.php>

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<http://www.assistu.com/>

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Certifications

Certified Professional Secretary (CPS), Certified Administrative Professional (CAP)
<http://iaap-hq.org/cert/faq.htm>

Certified Records Manager (CRM)
www.ICRM.org

BUSINESS INFORMATION MANAGEMENT

Universities with Business Information Technology Tracks

University of Pennsylvania, Wharton School of Business, Jerome Fisher Program in Management & Technology
<http://www.mandt.wharton.upenn.edu/about.htm>

Virginia Tech, Pamplin College of Business, Department of Business Information Technology
<http://www.bit.vt.edu/>

University of Michigan, Ross School of Business, Department of Business Technology
<http://www.bus.umich.edu/Academics/Departments/CIS/>

MIT Sloan School of Management
<http://mitsloan.mit.edu/undergrad/ac-main.php>

Carnegie Mellon, Tepper School of Business, Technology Leadership Track
<http://business.tepper.cmu.edu/default.aspx?id=143376>

University of California, Berkeley, Haas School of Business, Fisher Center for the Strategic Use of Information Technology
<http://groups.haas.berkeley.edu/fcsuit>

University of Maryland, Robert H. Smith School of Business, Information Systems, Specialization Business
<http://www.rhsmith.umd.edu/undergrad/is.html>

Arizona State University, W.P. Carey School of Business, Center for Advancing Business through Information Technology
<http://wpcarey.asu.edu/seid/cabit/index.cfm>

Business Information Management, General

CIO Magazine Online
www.cio.com

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CEOs and Technology Section
<http://www.chiefexecutive.net/ME2/Audiences/Default.asp>

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<http://www.nerdherding.net/>

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<http://www.pmi.org/info/default.asp>

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Project Management Institute (PMI®) and Corpedia Education Web-based Courseware
<http://www.corpedia.com/welcome/product.asp?partnerID=85&refererID=pmi&product=S100>

University of Phoenix, Certificate Program in Project Management
www.uponlinetraining.com/Project_Management_Certificate.asp

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Business Analysis

International Institute of Business Analysis

<http://www.iiba.com/default.cfm>

iRise (Business Analyst Resources)

http://www.irise.com/resources/ba_resources.shtml#rm

GENERAL MANAGEMENT

American Management Association

<http://www.amanet.org/index.htm>

Association of Professionals in Business Management

<http://www.apbm.org/pages.aspx/cabmcontent>

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HUMAN RESOURCES MANAGEMENT

American Payroll Association

www.americanpayroll.org/contents.html

American Society for Healthcare Human Resources Administration

www.ashhra.org

American Society for Training and Development

www.astd.org

HR Magazine

www.shrm.org/hrmagazine

The International Association for Human Resource Information Management

www.ihrim.org

International Foundation of Employee Benefit Plans

www.ifebp.org/default.asp

monster.com: Human Resources Careers Message Board

<http://forums.monster.com/forum.asp?forum=2249>

Personnel Today

www.personneltoday.com

Society for Human Relations Management

www.shrm.org

WetFeet: Human Resources

www.wetfeet.com/Content?Careers/Human%20Resources.aspx

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Bogardus, A. (2004). *Professional in human resources certification study guide*. San Francisco:Sybex.

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Appendix C
National Career Cluster Format
For the Business Management and Administration
(BMA) Cluster

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Cluster Topic: **Communications**

Cluster Knowledge and Skill Statement: **Understands the concepts, strategies, and systems used to obtain and convey ideas and information**

Performance Element: Read to acquire meaning from written material and to apply the information to a task.

- Measurement Criteria:
- 1) Identify sources that provide relevant, valid written material
 - 2) Extract relevant information from written materials
 - 3) Apply written directions to achieve tasks
 - 4) Analyze company resources to ascertain policies and procedures

Performance Element: Apply active listening skills to demonstrate understanding of what is being said.

- Measurement Criteria:
- 1) Explain communication techniques that support and encourage speakers
 - 2) Follow oral directions
 - 3) Demonstrate active listening skills

Performance Element: Apply verbal skills to obtain and convey information.

- Measurement Criteria:
- 1) Explain the nature of effective verbal communications
 - 2) Ask relevant questions
 - 3) Interpret others' nonverbal cues
 - 4) Provide legitimate responses to inquiries
 - 5) Give verbal directions
 - 6) Employ communication styles appropriate to target audience
 - 7) Defend ideas objectively
 - 8) Handle telephone calls in a businesslike manner
 - 9) Participate in group discussions
 - 10) Make oral presentations

Performance Element: Record information to maintain and present a report of business activity.

- Measurement Criteria:
- 1) Utilize note-taking strategies
 - 2) Organize information graphically
 - 3) Select and use appropriate graphic aids

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.

- Measurement Criteria:
- 1) Explain the nature of effective written communications
 - 2) Select and utilize appropriate formats for professional writing
 - 3) Edit and revise written work consistent with professional standards
 - 4) Write professional e-mails
 - 5) Write and send business messages electronically
 - 6) Write business letters
 - 7) Write informational messages
 - 8) Write inquiries
 - 9) Write persuasive messages
 - 10) Write executive summaries
 - 11) Prepare simple written reports
 - 12) Prepare complex written reports
 - 13) Write proposals

Performance Element: Communicate with staff to clarify workplace objectives.

- Measurement Criteria:
- 1) Explain the nature of staff communication
 - 2) Choose appropriate channel for workplace communication
 - 3) Participate in a staff meeting
 - 4) Provide directions for completing job tasks
 - 5) Update employees on business and economic trends
 - 6) Conduct a staff meeting

Performance Element:

Communicate effectively with customers to foster positive relationships that enhance company image.

Measurement Criteria:

- 1) Explain the nature of effective communication
- 2) Reinforce service orientation through communication
- 3) Respond to customer inquiries
- 4) Adapt communication to the cultural and social differences among clients
- 5) Interpret business policies to customers/clients

Performance Element:

Use communication skills to influence others.

Measurement Criteria:

- 1) Persuade others
- 2) Demonstrate negotiation skills

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Cluster Topic: **Ethics and Legal Responsibilities**

Cluster Knowledge and Skill Statement: **Understands business's responsibility to know, abide by, and enforce laws, regulations, and ethical behavior that affect business operations and transactions**

Performance Element: Employ ethical actions in obtaining and providing information to acquire others' confidence.

- Measurement Criteria:
- 1) Respect the privacy of others.
 - 2) Explain ethical considerations in providing information
 - 3) Protect confidential information.
 - 4) Determine information appropriate to obtain from a client or another employee.

Performance Element: Apply ethics to demonstrate trustworthiness.

- Measurement Criteria:
- 1) Explain the nature of business ethics
 - 2) Demonstrate responsible behavior
 - 3) Demonstrate honesty and integrity
 - 4) Demonstrate ethical work habits

Performance Element: Manage internal and external business relationships to foster positive interactions.

- Measurement Criteria:
- 1) Treat others fairly at work
 - 2) Describe ethics in human resources issues

Performance Element: Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

- Measurement Criteria:
- 1) Discuss the nature of law and sources of law in the United States
 - 2) Describe the United States' judicial system
 - 3) Describe legal issues affecting businesses

Performance Element:	Understand the civil foundations of the legal environment of business to demonstrate knowledge of contracts.
Measurement Criteria:	<ol style="list-style-type: none">1) Identify the basic torts relating to business enterprises2) Describe the nature of legally binding contracts
Performance Element:	Explore the regulatory environment of United States' businesses to understand the diversity of regulations.
Measurement Criteria:	<ol style="list-style-type: none">1) Describe the nature of legal procedure2) Discuss the nature of debtor-creditor relationships3) Explain the nature of agency relationships4) Discuss the nature of environmental law5) Discuss the role of administrative law
Performance Element:	Understand human resources laws and regulations to facilitate business operations.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain the nature of human resources regulations2) Explain the nature of workplace regulations (including OSHA, ADA)3) Discuss employment relationships
Performance Element:	Apply knowledge of business ownership to establish and continue business operations.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain types of business ownership2) Select form of business ownership
Performance Element:	Acquire knowledge of commerce laws and regulations to continue business operations.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain the nature of trade regulations2) Describe the impact of anti-trust legislation

Performance Element:

Understand tax laws and regulations to adhere to government requirements.

Measurement Criteria:

- 1) Explain the nature of tax regulations on business
- 2) Explain the nature of businesses' reporting requirements
- 3) Develop strategies for legal/government compliance

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Cluster Topic: **Employability and Career Development**

Cluster Knowledge and Skill Statement: **Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career**

Performance Element: Foster self-understanding to recognize the impact of personal feelings on others.

- Measurement Criteria:
- 1) Describe the nature of emotional intelligence
 - 2) Explain the concept of self-esteem
 - 3) Recognize personal biases and stereotypes
 - 4) Assess personal strengths and weaknesses

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

- Measurement Criteria:
- 1) Maintain appropriate personal appearance
 - 2) Demonstrate systematic behavior
 - 3) Set personal goals
 - 4) Use feedback for personal growth

Performance Element: Develop personal traits to foster career advancement.

- Measurement Criteria:
- 1) Identify desirable personality traits important to business
 - 2) Exhibit a positive attitude
 - 3) Exhibit self-confidence
 - 4) Demonstrate interest and enthusiasm
 - 5) Demonstrate initiative
 - 6) Foster positive working relationships

Performance Element: Participate in career-planning to enhance job-success potential.

- Measurement Criteria:
- 1) Assess personal interests and skills needed for success in business

- 2) Analyze employer expectations in the business environment
- 3) Explain the rights of workers
- 4) Identify sources of career information
- 5) Identify tentative occupational interest
- 6) Explain employment opportunities in business

Performance Element:

Implement job-seeking skills to obtain employment.

Measurement Criteria:

- 1) Utilize job-search strategies
- 2) Complete a job application
- 3) Interview for a job
- 4) Write a follow-up letter after job interviews
- 5) Write a letter of application
- 6) Prepare a résumé
- 7) Use networking techniques to identify employment opportunities

Performance Element:

Utilize career-advancement activities to enhance professional development.

Measurement Criteria:

- 1) Describe techniques for obtaining work experience (e.g., volunteer activities, internships)
- 2) Explain the need for ongoing education as a worker
- 3) Explain possible advancement patterns for jobs
- 4) Identify skills needed to enhance career progression
- 5) Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors)

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Cluster Topic: **Leadership and Teamwork**

Cluster Knowledge and Skill Statement: **Employs leadership and teamwork skills to foster working relationships in business management and administration**

Performance Element: Implement teamwork techniques to accomplish goals.

- Measurement Criteria:
- 1) Participate as a team member
 - 2) Use consensus-building skills
 - 3) Encourage team building
 - 4) Motivate team members

Performance Element: Employ leadership skills to achieve workplace objectives.

- Measurement Criteria:
- 1) Explain the concept of leadership
 - 2) Determine personal vision
 - 3) Demonstrate adaptability
 - 4) Develop an achievement orientation
 - 5) Lead change
 - 6) Enlist others in working toward a shared vision
 - 7) Coach others
 - 8) Recognize/Reward others for their efforts and contributions

Performance Element: Implement organizational skills to facilitate others' work efforts.

- Measurement Criteria:
- 1) Assist employees with prioritizing work responsibilities
 - 2) Delegate work to others
 - 3) Coordinate efforts of cross-functional teams to achieve project/company goals
 - 4) Manage collaborative efforts
 - 5) Harmonize tasks, projects, and employees in the context of business priorities

Performance Element: Staff a business unit to satisfy work demands while adhering to budget constraints.

- Measurement Criteria:
- 1) Determine hiring needs
 - 2) Screen job applications/resumes
 - 3) Interview job applicants
 - 4) Discuss employee compensation
 - 5) Select and hire new employees
 - 6) Conduct exit interviews
 - 7) Dismiss/Fire employees
 - 8) Maintain human resource records

Performance Element: Manage staff growth and development to increase productivity and employee satisfaction.

- Measurement Criteria:
- 1) Orient new employees
 - 2) Orient new employees (management's role)
 - 3) Explain the role of training and human resource development
 - 4) Explain the nature of management/supervisory training
 - 5) Coach employees
 - 6) Recognize/Reward employees
 - 7) Maintain ongoing discussion of compensation issues
 - 8) Train staff
 - 9) Supervise staff
 - 10) Assess employee performance
 - 11) Ensure equitable opportunities for employees

Performance Element: Manage internal and external business relationships to foster positive interactions.

- Measurement Criteria:
- 1) Maintain collaborative partnerships with colleagues
 - 2) Explain the impact of political relationships within an organization
 - 3) Explain the nature of organizational culture

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Cluster Topic: **Problem Solving and Critical Thinking**

Cluster Knowledge and Skill Statement: **Applies problem-solving and critical-thinking skills to help grow the business and/or to resolve workplace conflict**

Performance Element: Utilize critical-thinking skills to determine best options/outcomes.

- Measurement Criteria:
- 1) Explain the need for innovation skills
 - 2) Make decisions
 - 3) Demonstrate problem-solving skills
 - 4) Demonstrate appropriate creativity
 - 5) Use time-management skills

Performance Element: Identify with others' feelings, needs, and concerns to enhance interpersonal relations.

- Measurement Criteria:
- 1) Show empathy for others
 - 2) Exhibit cultural sensitivity

Performance Element: Manage stressful situations to minimize negative workplace interactions.

- Measurement Criteria:
- 1) Explain the use of feedback for personal growth
 - 3) Adjust to change
 - 4) Adjust work practices to respond to client needs
 - 5) Explain the nature of organizational change
 - 6) Explain the nature of stress management

Performance Element: Deal with conflict to minimize disruptions in the workplace.

- Measurement Criteria:
- 1) Demonstrate self-control
 - 2) Use appropriate assertiveness
 - 3) Resolve customer complaints
 - 4) Use conflict-resolution skills

Performance Element:

Resolve conflicts with/for customers to encourage repeat business.

Measurement Criteria:

- 1) Handle difficult customers
- 2) Handle customer/client complaints

Performance Element:

Resolve staff issues/problems to enhance productivity and improve employee relationships.

Measurement Criteria:

- 1) Handle employee complaints and grievances
- 2) Explain the nature of remedial action

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Cluster Topic: **Information Technology Applications**

Cluster Knowledge and Skill Statement: **Applies technological tools in business management and administration to expedite workflow**

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.

- Measurement Criteria:
- 1) Identify ways that technology impacts business
 - 2) Discuss principles of computer systems
 - 3) Explain the scope of data communications tools
 - 4) Demonstrate basic e-mail functions
 - 5) Demonstrate personal information management/productivity applications
 - 6) Demonstrate basic web-search skills
 - 7) Demonstrate personal digital assistant (PDA) skills
 - 8) Demonstrate basic word processing skills
 - 9) Demonstrate basic presentation applications
 - 10) Demonstrate basic database applications
 - 11) Demonstrate basic spreadsheet applications
 - 12) Demonstrate collaborative/groupware applications
 - 13) Use an integrated business software application package
 - 14) Create and post basic web page

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Cluster Topic: **Safety, Health, and Environmental**

Cluster Knowledge and Skill Statement: **Implements safety, health, and environmental controls to enhance productivity in business management and administration**

Performance Element:	Adhere to health and safety regulations to support a safe work environment.
Measurement Criteria:	<ol style="list-style-type: none">1) Describe health and safety regulations in business2) Report noncompliance with business health and safety regulations
Performance Element:	Implement safety procedures to minimize loss.
Measurement Criteria:	<ol style="list-style-type: none">1) Follow instructions for use of equipment, tools, and machinery2) Follow safety precautions3) Maintain a safe work environment4) Explain procedures for handling accidents5) Handle and report emergency situations
Performance Element:	Determine needed safety policies/procedures to protect employees.
Measurement Criteria:	<ol style="list-style-type: none">1) Identify potential safety issues2) Establish safety policies and procedures
Performance Element:	Implement security policies/procedures to minimize chance for loss.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain routine security precautions2) Follow established security procedures/policies3) Protect company information and intangibles
Performance Element:	Develop policies/procedures to protect workplace security.
Measurement Criteria:	<ol style="list-style-type: none">1) Identify potential security issues

- 2) Establish policies to protect company information and intangibles
- 3) Establish policies to maintain a non-hostile work environment
- 4) Establish policies and procedures to maintain physical security of the work environment

- 3) Organize useful data.
- 4) Answer questions appropriately.
- 5) Employ appropriate statistical methods in data analysis.
- 6) Develop and evaluate inferences and predictions.
- 7) Apply basic concepts of probability.

Performance Element:

Implement problem-solving techniques to evaluate the accuracy of mathematical responses.

Measurement Criteria:

- 1) Identify problem-solving techniques.
- 2) Apply a variety of problem-solving strategies.
- 3) Adjust problem-solving strategies, when needed.

Cluster Knowledge and Skill Statement: Understands the economic principles and concepts fundamental to business operations

Performance Element:

Understand fundamental economic concepts to obtain a foundation for employment in business.

Measurement Criteria:

- 1) Distinguish between economic goods and services
- 2) Explain the concept of economic resources
- 3) Describe the concepts of economics and economic activities
- 4) Determine economic utilities created by business activities
- 5) Explain the principles of supply and demand
- 6) Describe the functions of prices in markets

Performance Element:

Understand the nature of business to show its contributions to society.

Measurement Criteria:

- 1) Explain the role of business in society
- 2) Describe types of business activities
- 3) Explain the organizational design of businesses

- 4) Discuss the global environment in which businesses operate
- 5) Describe factors that affect the business environment
- 6) Explain how organizations adapt to today's markets

Performance Element:

Understand economic systems to be able to recognize the environments in which businesses function.

Measurement Criteria:

- 1) Explain the types of economic systems
- 2) Explain the concept of private enterprise
- 3) Identify factors affecting a business's profit
- 4) Determine factors affecting business risk
- 5) Explain the concept of competition
- 6) Describe market structures

Performance Element:

Acquire knowledge of the impact of government on business activities to make informed economic decisions.

Measurement Criteria:

- 1) Determine the relationship between government and business
- 2) Describe the nature of taxes
- 3) Discuss the nature of monetary policy
- 4) Discuss the supply and demand for money
- 5) Explain the role of the Federal Reserve System
- 6) Explain the concept of fiscal policies
- 7) Describe the effects of fiscal and monetary policies

Performance Element:

Analyze cost/profit relationships to guide business decision-making.

Measurement Criteria:

- 1) Explain the concept of productivity
- 2) Analyze impact of specialization/division of labor on productivity
- 3) Explain the concept of organized labor and business
- 4) Explain the impact of the law of diminishing returns

- 5) Describe the concept of economies of scale

Performance Element:

Understand economic indicators to recognize economic trends and conditions.

Measurement Criteria:

- 1) Describe the concept of price stability as an economic measure
- 2) Discuss the measure of consumer spending as an economic indicator
- 3) Discuss the impact of a nation's unemployment rates
- 4) Explain the concept of Gross Domestic Product
- 5) Describe the economic impact of inflation on business
- 6) Explain unemployment and inflation tradeoffs
- 7) Explain the economic impact of interest-rate fluctuations
- 8) Determine the impact of business cycles on business activities

Performance Element:

Determine global trade's impact on business decision-making.

Measurement Criteria:

- 1) Explain the nature of global trade
- 2) Describe the determinants of exchange rates and their effects on the domestic economy
- 3) Discuss the impact of cultural and social environments on global trade
- 4) Explain labor issues associated with global trade

Cluster Knowledge and Skill Statement: **Integrates sociological knowledge of group behavior to understand customer decision-making**

Performance Element:

Employ sociological knowledge to facilitate business management and administration activities.

Measurement Criteria:

- 1) Analyze and interpret complex societal issues, events, and problems.

- 2) Analyze researched information and statistics.
- 3) Reach reasoned conclusions.
- 4) Examine social beliefs, influences, and behavior.
- 5) Analyze group dynamics.
- 6) Assess human behavior.

Cluster Knowledge and Skill Statement: **Integrates psychological knowledge to understand customer motivation**

Performance Element: Apply psychological knowledge to facilitate business management and administration activities.

- Measurement Criteria:
- 1) Recognize factors influencing perception.
 - 2) Identify sources of attitude formation.
 - 3) Assess methods used to evaluate attitudes.
 - 4) Identify basic social and cultural strata.
 - 5) Determine behavioral effects of social and cultural strata.
 - 6) Analyze effects of others on individual behavior.
 - 7) Predict likelihood of conformity and obedience.
 - 8) Determine significance of aggression.
 - 9) Recognize factors affecting personality.
 - 10) Evaluate the nature of change over a lifetime.
 - 11) Identify sources of stress.
 - 12) Detail reactions to stress.
 - 13) Employ strategies for dealing with stress.
 - 14) Investigate factors affecting motivation.
 - 15) Analyze cues to basic drives/motives.
 - 16) Analyze the development of motives.

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Cluster Topic: **Systems**

Cluster Knowledge and Skill Statement: **Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture**

Performance Element: Employ entrepreneurial discovery strategies to generate feasible ideas for business ventures.

- Measurement Criteria:
- 1) Explain the need for entrepreneurial discovery
 - 2) Discuss entrepreneurial discovery processes
 - 3) Assess global trends and opportunities
 - 4) Determine opportunities for venture creation
 - 5) Assess opportunities for venture creation
 - 6) Describe idea-generation methods
 - 7) Generate venture ideas
 - 8) Determine feasibility of venture ideas

Performance Element: Develop concept for new business venture to evaluate its success potential.

- Measurement Criteria:
- 1) Describe entrepreneurial planning considerations
 - 2) Explain tools used by entrepreneurs for venture planning
 - 3) Assess start-up requirements
 - 4) Assess risks associated with venture
 - 5) Describe external resources useful to entrepreneurs during concept development
 - 6) Assess the need to use external resources for concept development
 - 7) Describe strategies to protect intellectual property
 - 8) Use components of business plan to define venture idea

Performance Element: Determine needed resources for a new business venture to contribute to its start-up viability.

- Measurement Criteria:
- 1) Describe processes used to acquire adequate financial resources for venture creation/start-up
 - 2) Select sources to finance venture creation/start-up
 - 3) Explain factors to consider in determining a venture's human-resource needs
 - 4) Explain considerations in making the decision to hire staff
 - 5) Describe considerations in selecting capital resources
 - 6) Identify capital resources needed for the venture
 - 7) Assess the costs/benefits associated with resources

Performance Element: Actualize new business venture to generate profit and/or meet objectives.

- Measurement Criteria:
- 1) Use external resources to supplement entrepreneur's expertise
 - 2) Explain the complexity of business operations
 - 3) Evaluate risk-taking opportunities
 - 4) Explain the need for business systems and procedures
 - 5) Describe the use of operating procedures
 - 6) Explain methods/processes for organizing workflow
 - 7) Develop and/or provide product/service
 - 8) Use creative problem solving in business activities/decisions
 - 9) Explain the impact of resource productivity on venture success
 - 10) Create processes for ongoing opportunity recognition
 - 11) Develop plan to invest resources into improving current products or creating new ones
 - 12) Adapt to changes in business environment

Performance Element: Select harvesting strategies to identify entrepreneur's role in the business venture.

- Measurement Criteria:
- 1) Explain the need for continuation planning
 - 2) Describe methods of venture harvesting
 - 3) Evaluate options for continued venture involvement
 - 4) Develop exit strategies

Cluster Knowledge and Skill Statement: **Analyzes accounting systems to examine their contribution to the fiscal stability of businesses**

Performance Element: Acquire a foundational knowledge of accounting to understand its nature and scope.

- Measurement Criteria:
- 1) Explain the concept of accounting
 - 2) Explain the need for accounting standards (GAAP)
 - 3) Discuss the role of ethics in accounting
 - 4) Explain the use of technology in accounting
 - 5) Explain legal considerations for accounting

Performance Element: Implement accounting procedures to track money flow and to determine financial status.

- Measurement Criteria:
- 1) Describe the nature of cash flow statements
 - 2) Prepare cash flow statements
 - 3) Explain the nature of balance sheets
 - 4) Describe the nature of income statements

Cluster Knowledge and Skill Statement: **Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources**

Performance Element: Acquire a foundational knowledge of finance to understand its nature and scope.

- Measurement Criteria:
- 1) Explain the role of finance in business
 - 2) Discuss the role of ethics in finance
 - 3) Explain legal considerations for finance

Cluster Knowledge and Skill Statement: **Understands the tools techniques, and systems that businesses use to plan, staff, lead, and organize its human resources**

Performance Element: Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.

- Measurement Criteria:
- 1) Discuss the nature of human resources management
 - 2) Explain the role of ethics in human resources management
 - 3) Describe the use of technology in human resources management

Cluster Knowledge and Skill Statement: **Understands the tools, techniques, and systems that businesses use to create, communicate, and deliver value to customers and to manage customer relationships in ways that benefit the organization and its stakeholders**

Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.

- Measurement Criteria:
- 1) Explain marketing and its importance in a global economy
 - 2) Describe marketing functions and related activities

Performance Element: Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

- Measurement Criteria:
- 1) Explain customer/client/business buying behavior
 - 2) Discuss actions employees can take to achieve the company's desired results
 - 3) Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.)

Performance Element:	Understand company's unique selling proposition to recognize what sets the company apart from its competitors.
Measurement Criteria:	<ol style="list-style-type: none"> 1) Identify company's unique selling proposition 2) Identify internal and external service standards

Cluster Knowledge and Skill Statement: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element:	Foster positive relationships with customers to enhance company image.
Measurement Criteria:	<ol style="list-style-type: none"> 1) Explain the nature of positive customer relations 2) Demonstrate a customer-service mindset 3) Explain management's role in customer relations
Performance Element:	Reinforce company's image to exhibit the company's brand promise.
Measurement Criteria:	<ol style="list-style-type: none"> 1) Identify company's brand promise 2) Determine ways of reinforcing the company's image through employee performance
Performance Element:	Understand the nature of customer relationship management to show its contributions to a company.
Measurement Criteria:	<ol style="list-style-type: none"> 1) Discuss the nature of customer relationship management 2) Explain the role of ethics in customer relationship management 3) Describe the use of technology in customer relationship management

Cluster Knowledge and Skill Statement: **Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

Performance Element: Understand operation's role and function in business to value its contribution to a company.

Measurement Criteria:

- 1) Explain the nature of operations
- 2) Discuss the role of ethics in operations
- 3) Describe the use of technology in operations

Performance Element: Implement purchasing activities to obtain business supplies and equipment.

Measurement Criteria:

- 1) Explain the nature and scope of purchasing
- 2) Place orders/reorders
- 3) Maintain inventory of supplies
- 4) Manage the bid process in purchasing
- 5) Select vendors
- 6) Evaluate vendor's performance

Performance Element: Understand production's role and function in business to recognize its need in an organization.

Measurement Criteria:

- 1) Explain the concept of production
- 2) Describe production activities

Performance Element: Implement quality-control processes to minimize errors and to expedite workflow.

Measurement Criteria:

- 1) Identify quality-control measures
- 2) Utilize quality control methods at work
- 3) Describe crucial elements of a quality culture
- 4) Describe the role of management in the achievement of quality
- 5) Establish efficient operating systems

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Cluster Topic: **Technical Skills**

Cluster Knowledge and Skill Statement: **Understands tools and strategies used to access, process, maintain, evaluate, and disseminate information to assist business decision-making**

Performance Element: Use information literacy skills to increase workplace efficiency and effectiveness.

- Measurement Criteria:
- 1) Assess information needs
 - 2) Obtain needed information efficiently
 - 3) Evaluate quality and source of information
 - 4) Apply information to accomplish a task
 - 5) Store information for future use

Performance Element: Acquire a foundational knowledge of information management to understand its nature and scope.

- Measurement Criteria:
- 1) Discuss the nature of information management
 - 2) Explain the role of ethics in information management
 - 3) Explain legal issues associated with information management

Performance Element: Maintain business records to facilitate business operations.

- Measurement Criteria:
- 1) Describe the nature of business records
 - 2) Maintain customer records

Performance Element: Acquire information to guide business decision-making.

- Measurement Criteria:
- 1) Describe current business trends
 - 2) Monitor internal records for business information
 - 3) Conduct an environmental scan to obtain business information
 - 4) Interpret statistical findings

Performance Element: Utilize project-management skills to improve workflow and minimize costs.

- Measurement Criteria:
- 1) Explain the nature of project management
 - 2) Identify resources needed for project
 - 3) Develop project plan
 - 4) Apply project-management tools to monitor project progress
 - 5) Evaluate project results

Cluster Knowledge and Skill Statement: **Maintains, controls, and plans the use of financial resources to protect solvency**

Performance Element: Understand the fundamental principles of money needed to make financial exchanges.

- Measurement Criteria:
- 1) Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.)
 - 2) Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.)
 - 3) Describe functions of money (medium of exchange, unit of measure, store of value)
 - 4) Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.)
 - 5) Explain the time value of money
 - 6) Explain the purposes and importance of credit
 - 7) Explain legal responsibilities associated with financial exchanges

Performance Element: Analyze financial needs and goals to determine financial requirements.

- Measurement Criteria:
- 1) Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.)
 - 2) Set financial goals
 - 3) Develop personal budget

Performance Element:	Manage personal finances to achieve financial goals.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain the nature of tax liabilities2) Interpret a pay stub3) Read and reconcile bank statements3) Maintain financial records5) Demonstrate the wise use of credit6) Validate credit history7) Protect against identity theft8) Prepare personal income tax forms (i.e., 1040 EZ)
Performance Element:	Understand the use of financial-services providers to aid in financial-goal achievement.
Measurement Criteria:	<ol style="list-style-type: none">1) Describe types of financial-services providers2) Discuss considerations in selecting a financial-services provider
Performance Element:	Use investment strategies to ensure financial well-being.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain types of investments2) Explain the nature of capital investment3) Establish investment goals and objectives
Performance Element:	Identify potential business threats and opportunities to protect a business's financial well-being.
Measurement Criteria:	<ol style="list-style-type: none">1) Describe the concept of insurance2) Obtain insurance coverage3) Settle insurance losses4) Identify speculative business risks5) Explain the nature of risk management
Performance Element:	Implement financial skills to obtain business credit and to control its use.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain the purposes and importance of obtaining business credit2) Analyze critical banking relationships3) Make critical decisions regarding acceptance of bank cards

- 4) Determine financing needed for business operations
- 5) Identify risks associated with obtaining business credit
- 6) Explain sources of financial assistance
- 7) Explain loan evaluation criteria used by lending institutions
- 8) Complete loan application package

Performance Element:

Manage financial resources to ensure solvency.

Measurement Criteria:

- 1) Describe the nature of budgets
- 2) Explain the nature of operating budgets
- 3) Describe the nature of cost/benefit analysis
- 4) Determine relationships among total revenue, marginal revenue, output, and profit
- 5) Develop company's/department's budget
- 6) Forecast sales
- 7) Calculate financial ratios
- 8) Interpret financial statements

Cluster Knowledge and Skill Statement: Understands tools, techniques, and strategies that affect a business's ability to plan, control, and organize an organization/department

Performance Element:

Recognize management's role to understand its contribution to business success.

Measurement Criteria:

- 1) Explain the concept of management
- 2) Explain the nature of managerial ethics

Performance Element:

Utilize planning tools to guide organization's/department's activities.

Measurement Criteria:

- 1) Explain the nature of business plans
- 2) Develop company goals/objectives
- 3) Define business mission
- 4) Conduct an organizational SWOT
- 5) Explain external planning considerations
- 6) Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.)
- 7) Develop action plans

8) Develop business plan

Performance Element:

Control an organization's/department's activities to encourage growth and development.

Measurement Criteria:

- 1) Describe the nature of managerial control (control process, types of control, what is controlled)
- 2) Analyze operating results in relation to budget/industry
- 3) Track performance of business plan

Cluster Knowledge and Skill Statement: **Understands the processes used to monitor, plan, and control the day-to-day activities required for continued business functioning**

Performance Element:

Implement expense-control strategies to enhance a business's financial well-being.

Measurement Criteria:

- 1) Explain the nature of overhead/operating costs
- 2) Explain employee's role in expense control
- 3) Control use of supplies
- 4) Conduct breakeven analysis
- 5) Negotiate service and maintenance contracts
- 6) Negotiate lease or purchase of facility
- 7) Develop expense control plans
- 8) Use budgets to control operations

Performance Element:

Maintain property and equipment to facilitate ongoing business activities.

Measurement Criteria:

- 1) Identify routine activities for maintaining business facilities and equipment
- 2) Plan maintenance program

Cluster Knowledge and Skill Statement: **Understands the techniques and strategies used to foster positive, ongoing relationships with customer**

Performance Element: Support sales activities to encourage repeat business.

Measurement Criteria: 1) Process customer orders
2) Process customer returns

Performance Element: Utilize technology to facilitate customer relationship management.

Measurement Criteria: 1) Explain the use of databases in customer relationship management (CRM)
2) Use CRM technology

Cluster Knowledge and Skill Statement: **Understands the systems, strategies, and techniques used to collect, organize, analyze, and share information known in an organization**

Performance Element: Acquire a foundational understanding of knowledge management to understand its nature and scope.

Measurement Criteria: 1) Explain the nature of knowledge management
2) Discuss the role of ethics in knowledge management
3) Explain the use of technology in knowledge management
4) Explain legal considerations for knowledge management

Performance Element: Use knowledge management strategies to improve the performance and competitive advantage of an organization.

Measurement Criteria: 1) Identify techniques that can be used to capture and transfer knowledge in an organization
2) Determine factors causing loss of organizational knowledge
3) Implement knowledge-management strategies

Cluster Knowledge and Skill Statement: **Understands tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects**

Performance Element:	Utilize project management skills to start, run, and end projects.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain the nature of a project life cycle2) Explain standard project-management processes3) Coordinate schedules and activities4) Track project progress and results

Cluster Knowledge and Skill Statement: **Understands the need for standards and the strategies and techniques used to implement, monitor, and evaluate them**

Performance Element:	Understand the role and function of quality management to obtain a foundational knowledge of its nature and scope.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain the nature of quality management2) Describe the nature of quality management frameworks (e.g., Six Sigma, ITIL, CMMI)3) Discuss the need for continuous improvement of the quality process

Cluster Knowledge and Skill Statement: **Understands risk-management strategies and techniques used to minimize business loss**

Performance Element:	Acquire a foundational understanding of risk management to demonstrate knowledge of its nature and scope.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain the role of ethics in risk management2) Describe the use of technology in risk management3) Discuss legal considerations affecting risk management

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Administrative Services**

Pathway Topic: **Communication Skills**

Knowledge and Skill Statement: **Understands the concepts, strategies, and systems used in administrative services to obtain and convey ideas and information**

Performance Element: Facilitate internal/external office communications to support work activities.

Measurement Criteria:

- 1) Greet and direct visitors
- 2) Relay messages
- 3) Field telephone calls
- 4) Screen telephone calls

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Administrative Services**

Pathway Topic: **Emotional Intelligence**

Knowledge and Skill Statement: **Understands techniques, strategies, and systems used in administrative services to foster self-understanding and enhance relationships with others**

Performance Element: Apply ethics to demonstrate trustworthiness.

- Measurement Criteria:
- 1) Take responsibility for decisions and actions
 - 2) Exercise confidentiality
 - 3) Manage commitments in a timely manner

Performance Element: Use communication skills to influence others.

- Measurement Criteria:
- 1) Offer constructive criticism

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Administrative Services**

Pathway Topic: **Human Resources Management**

Knowledge and Skill Statement: **Understands the tools, techniques, and systems that administrative service supervisors use to plan, staff, lead, and organize their human resources**

Performance Element: Assist with staff growth and development to increase productivity and employee satisfaction.

Measurement Criteria: 1) Train staff on system usage

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Administrative Services**

Pathway Topic: **Information Management**

Knowledge and Skill Statement: **Understands the tools, strategies, and systems administrative service employees need to access, process, maintain, evaluate, and disseminate information to support managers**

Performance Element: Perform scheduling functions to facilitate on-time, prompt completion of work activities.

- Measurement Criteria:
- 1) Create calendar/schedule
 - 2) Maintain appointment calendar
 - 3) Verify appointments
 - 4) Make travel arrangements
 - 5) Make meeting arrangements

Performance Element: Manage business records to maintain needed documentation.

- Measurement Criteria:
- 1) Process customer orders
 - 2) Route orders
 - 3) File records electronically/manually
 - 4) Maintain files
 - 5) Collect documentation needed to compile reports
 - 6) Track shipping practices
 - 7) Set up filing system appropriate for media/documents being stored
 - 8) Control incoming/outgoing documentation process
 - 9) Develop retention system appropriate for media/documents being stored
 - 10) Archive information according to retention procedures
 - 11) Audit records periodically

Performance Element: Prepare documentation of business activities to communicate with internal/external clients.

- Measurement Criteria:
- 1) Proofread documents
 - 2) Prepare reports

- 3) Prepare financial data
- 4) Prepare RFPs (Request for Proposal)

Performance Element:

Utilize information technology tools to manage and perform work responsibilities.

Measurement Criteria:

- 1) Demonstrate advanced web-search skills
- 2) Demonstrate advanced word-processing skills
- 3) Demonstrate advanced presentation applications
- 4) Demonstrate advanced database applications
- 5) Mine databases for information
- 6) Demonstrate advanced spreadsheet applications
- 7) Create a web page for business applications
- 8) Capture text using OCR (optical character reader) software
- 9) Use voice recognition technology to prepare documents
- 10) Utilize project-management software
- 11) Utilize imaging software

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Administrative Services**

Pathway Topic: **Operations**

Knowledge and Skill Statement: **Understands the processes and systems implemented to monitor, plan, and control the day-to-day administrative activities required for continued business functioning**

Performance Element: Utilize office equipment to accomplish job assignments.

- Measurement Criteria:
- 1) Operate calculator
 - 2) Operate copier
 - 3) Operate printer
 - 4) Operate fax machines
 - 5) Operate postage meter
 - 6) Operate scanner

Performance Element: Troubleshoot problems with office equipment to make repairs and/or to obtain technical support.

- Measurement Criteria:
- 1) Isolate and identify source of technical problem
 - 2) Follow manufacturer's written procedures to fix technical problem
 - 3) Obtain technical support services

Performance Element: Abide by risk-management policies and procedures for technology to minimize loss.

- Measurement Criteria:
- 1) Adhere to technology safety and security policies (e.g., acceptable use policy, web page policies)
 - 2) Apply ergonomic techniques to technology tasks
 - 3) Adhere to laws pertaining to computer crime, fraud, and abuse
 - 4) Follow procedures used to restart and recover from situations (e.g., system failure, virus infection)
 - 5) Follow policies to prevent loss of data integrity

- 6) Adhere to organization's policies for technology use

Performance Element:

Maintain work flow to enhance productivity.

Measurement Criteria:

- 1) Organize and prioritize work
- 2) Complete assigned tasks in a timely manner
- 3) Coordinate work with that of team members
- 4) Assist with overflow work
- 5) Coordinate submission of proposals

Performance Element:

Utilize project management skills to start, run, and end projects.

Measurement Criteria:

- 1) Coordinate schedules and activities
- 2) Plan meetings

Performance Element:

Implement purchasing activities to obtain business supplies, equipment, and services.

Measurement Criteria:

- 1) Maintain vendor/supplier relationships
- 2) Conduct vendor/supplier search
- 3) Negotiate terms with vendors

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Administrative Services**

Pathway Topic: **Professional Development**

Knowledge and Skill Statement: **Understands concepts, tools, and strategies used to explore, obtain, and develop in an administrative services career**

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Measurement Criteria:

- 1) Explain professional responsibilities in administrative services
- 2) Balance personal and professional responsibilities

Performance Element: Understand and follow company rules and regulations to maintain employment.

Measurement Criteria:

- 1) Adhere to company policies
- 2) Follow rules of conduct
- 3) Follow chain of command

Performance Element: Achieve organizational goals to contribute to company growth.

Measurement Criteria:

- 1) Determine the nature of organizational goals
- 2) Ascertain employee's role in meeting organizational goals
- 3) Establish performance standards to meet organizational goals
- 4) Monitor progress in achieving organizational goals

Performance Element: Participate in career planning to enhance job success potential.

Measurement Criteria:

- 1) Explain career opportunities in administrative services
- 2) Describe certifications in administrative services

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Business Information Management**

Pathway Topic: **Business Law**

Knowledge and Skill Statement: **Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions**

Performance Element: Apply knowledge of business contracts to establish business relationships.

- Measurement Criteria:
- 1) Discuss the nature of contract suspensions
 - 2) Explain the nature of contract terminations
 - 3) Issue a business contract

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Business Information Management**

Pathway Topic: **Financial Analysis**

Knowledge and Skill Statement: **Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources**

Performance Element: Utilize cost accounting methods to guide business decisions pertaining to quality.

Measurement Criteria:

- 1) Discuss the implications of quality costs
- 2) Calculate quality costs (e.g. prevention, appraisal, failure)

Performance Element: Manage risk to protect a business's well-being.

Measurement Criteria:

- 1) Explain the impact of risk on business
- 2) Discuss the nature of credit risk management
- 3) Discuss reasons to integrate risk management into business operations
- 4) Discuss the nature of enterprise risk management (ERM)
- 5) Integrate risk management into business operations

Performance Element: Implement suitable internal accounting controls to ensure the proper recording of financial transactions.

Measurement Criteria:

- 1) Explain the purpose of internal accounting controls
- 2) Determine the components of internal accounting control procedures for a business
- 3) Maintain internal accounting controls

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Business Information Management**

Pathway Topic: **Information Management**

Knowledge and Skill Statement: **Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making**

Performance Element: Facilitate computer system operations to enhance usability.

- Measurement Criteria:
- 1) Explain issues involved in designing systems for different environments
 - 2) Explain usability engineering methods (
 - 3) Support and maintain a multimedia website

Performance Element: Create and access databases to acquire information for business decision-making.

- Measurement Criteria:
- 1) Explain the principles of data analysis
 - 2) Explain the nature of tools that can be used to access information in the database system
 - 3) Access information in the database system
 - 4) Build data in a data warehouse
 - 5) Create a meaningful data set
 - 6) Manipulate data in the database management system
 - 7) Analyze company's data requirements
 - 8) Design a database to meet business requirements
 - 9) Identify database trends

Performance Element: Apply data mining methods to acquire pertinent information for business decision-making.

- Measurement Criteria:
- 1) Discuss the nature of data mining
 - 2) Describe data mining tools and techniques

- 3) Discuss the importance of ethics in data mining
- 4) Demonstrate basic data mining techniques
- 5) Interpret data mining findings

Performance Element:

Utilize computer's operating system to manage and perform work responsibilities.

Measurement Criteria:

- 1) Move files in the computer operating system
- 2) Create directories

Performance Element:

Utilize technology to support business strategies and operations.

Measurement Criteria:

- 1) Explain methods used to develop the technological infrastructure
- 2) Identify the management information requirements of an organization
- 3) Discuss the nature of enterprise architecture
- 4) Align technology with business needs

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Business Information Management**

Pathway Topic: **Operations**

Knowledge and Skill Statement: **Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

Performance Element: Utilize project management processes to plan a business project.

Measurement Criteria:

- 1) Initiate a business project
- 2) Design a business project

Performance Element: Utilize project management processes to conduct a business project.

Measurement Criteria:

- 1) Implement a project
- 2) Manage project team
- 3) Monitor a business project
- 4) Minimize a business project's errors
- 5) Conclude a business project

Performance Element: Manage purchasing activities to obtain the best service/product for the project at the least cost.

Measurement Criteria:

- 1) Maintain vendor/supplier relationships
- 2) Negotiate terms with vendors
- 3) Establish bid specifications

Performance Element: Develop an understanding of business analysis to improve business functions and activities.

Measurement Criteria:

- 1) Discuss the nature of business analysis
- 2) Discuss the connection between business analysis and business process management
- 3) Explain types of requirements (e.g. business, system, functional, nonfunctional)

Performance Element: Develop requirements and solutions to improve business processes, performance, or people.

- Measurement Criteria:
- 1) Plan the requirements development process
 - 2) Determine requirements stakeholders
 - 3) Elicit requirements from stakeholders
 - 4) Validate requirements
 - 5) Ensure the usability of a proposed solution

Performance Element: Manage quality-control processes to minimize errors and to improve processes.

- Measurement Criteria:
- 1) Test product/service for quality
 - 2) Determine reliability factors impacting the quality of a product/service
 - 3) Develop continuous-improvement strategies
 - 4) Develop a plan/program for quality achievement

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Business Information Management**

Pathway Topic: **Professional Development**

Knowledge and Skill Statement: **Understands concepts, tools, and strategies used to explore, obtain, and develop in a business information management career**

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Measurement Criteria:

- 1) Explain professional responsibilities in business information management
- 2) Discuss the role and responsibilities of project managers
- 3) Describe the role and responsibilities of business analysts

Performance Element: Participate in career planning to enhance job success potential.

Measurement Criteria:

- 1) Explain career opportunities in business information management
- 2) Describe certifications in business information management

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Business Information Management**

Pathway Topic: **Strategic Management**

Knowledge and Skill Statement: **Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department**

Performance Element: Coordinate information management and business management to aid in business planning.

- Measurement Criteria:
- 1) Explain the strategic role of information systems/information communication technology within an organization
 - 2) Determine risks and rewards of developing a strategic role for information systems/ information communication technology
 - 3) Integrate information systems planning with business planning

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **General Management**

Pathway Topic: **Business Law**

Knowledge and Skill Statement: **Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions**

Performance Element: Adhere to regulations for business expansion to meet government requirements and industry standards.

Measurement Criteria:

- 1) Follow domestic laws governing business expansion
- 2) Follow laws governing global expansion

Performance Element: Understand government/legal activities that affect global trade to make business decisions.

Measurement Criteria:

- 1) Describe customs regulations
- 2) Comply with export licensing regulations
- 3) Obtain releases and clearances to export products
- 4) Explain the nature of legal recourse in resolving global business disputes

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **General Management**

Pathway Topic: **Communication Skills**

Knowledge and Skill Statement: **Understands the concepts, strategies, and systems used by management to obtain and convey ideas and information**

Performance Element:	Write internal and external business correspondence to convey and obtain information effectively.
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Measurement Criteria:	1) Write analytical reports (i.e., reports that examine a problem/issue and recommend an action)
	2) Write research reports

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **General Management**

Pathway Topic: **Economics**

Knowledge and Skill Statement: **Understands the economic principles and concepts fundamental to business operations**

Performance Element: Recognize global trade's impact on business activities to guide business decision-making.

- Measurement Criteria:
- 1) Discuss the impact of globalization on business
 - 2) Explain cultural considerations that impact global business relations
 - 3) Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities
 - 4) Explain the impact of major trade alliances on business activities
 - 5) Describe the impact of the political environment on world trade
 - 6) Explain the impact of geography on world trade
 - 7) Describe the impact of a country's history on world trade
 - 8) Explain the impact of a country's economic development on world trade
 - 9) Discuss the potential impact of emerging economies on business activities

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **General Management**

Pathway Topic: **Emotional Intelligence**

Knowledge and Skill Statement: **Understands techniques, strategies, and systems used by management to foster self-understanding and enhance relationships with others**

Performance Element: Apply ethics to demonstrate trustworthiness to staff.

- Measurement Criteria:
- 1) Use ethics in staff supervision
 - 2) Explain the nature of managerial ethics

Performance Element: Manage internal and external business relationships to foster positive interactions.

- Measurement Criteria:
- 1) Explain the impact of business customs and practices on global trade
 - 2) Describe the nature of business customs and practices in the North American market
 - 3) Explain the nature of business customs and practices in Europe
 - 4) Explain the nature of business customs and practices in Latin America
 - 5) Describe the nature of business customs and practices in the Pacific Rim
 - 6) Discuss the nature of business customs and practices in the Middle East

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **General Management**

Pathway Topic: **Financial Analysis**

Knowledge and Skill Statement: **Understands tools, strategies, and systems managers use to maintain, monitor, control, and plan the use of financial resources**

Performance Element: Manage business risks to protect a business's financial well-being.

- Measurement Criteria:
- 1) Identify a business's risks
 - 2) Assess business risks
 - 3) Assess task risks
 - 4) Assess accounting risks
 - 5) Assess legal risks
 - 6) Evaluate speculative business risks
 - 7) Assess business's potential to expand into new markets
 - 8) Select risk-management strategies
 - 9) Develop risk-management plan
 - 10) Evaluate risk-management plan

Performance Element: Manage financial resources to ensure solvency.

- Measurement Criteria:
- 1) Interpret cash-flow statements
 - 2) Monitor business's profitability

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **General Management**

Pathway Topic: **Operations**

Knowledge and Skill Statement: **Understands the processes and systems that managers implement to monitor, plan, and control the day-to-day business activities required for continued business functioning**

Performance Element: Manage purchasing activities to obtain the best service/product at the least cost.

Measurement Criteria:

- 1) Maintain vendor/supplier relationships
- 2) Negotiate terms with vendors
- 3) Establish bid specifications

Performance Element: Manage quality-control processes to minimize errors and to expedite workflow.

Measurement Criteria:

- 1) Explain the nature of quality management
- 2) Discuss the need for continuous improvement of the quality process
- 3) Develop continuous-improvement strategies
- 4) Develop a plan/program for quality achievement

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **General Management**

Pathway Topic: **Professional Development**

Knowledge and Skill Statement: **Understands concepts, tools, and strategies used to explore, obtain, and develop in a management career**

Performance Element: Explore professional development opportunities to enhance management skills.

- Measurement Criteria:
- 1) Identify continuing education courses or programs available to enhance management skills
 - 2) Describe certifications for management professionals (e.g., American Management Association [AMA], American National Standards Institute [ANSI])
 - 3) Identify professional association opportunities for management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications)

Performance Element: Adhere to a professional code of ethics to guide business decisions.

- Measurement Criteria:
- 1) Discuss factors to consider in developing a managerial code of ethics
 - 2) Utilize an established professional code of ethics

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **General Management**

Pathway Topic: **Strategic Management**

Knowledge and Skill Statement: **Understands tools, techniques, and systems that affect a manager's ability to plan, control, and organize**

Performance Element: Recognize management's role to understand its contribution to business success.

- Measurement Criteria:
- 1) Describe factors that influence management
 - 2) Discuss the nature of global management
 - 3) Explain management theories and their applications

Performance Element: Plan organization's/department's activities to guide and support decision-making and to ensure that staff focuses on the right priorities.

- Measurement Criteria:
- 1) Describe the strategic planning process within an organization
 - 2) Identify and set benchmarks for key performance indicators
 - 3) Develop strategies for achieving company vision
 - 4) Determine alternative actions to take when goals are not being met
 - 5) Evaluate opportunities for potential company changes
 - 6) Develop processes that can be used to improve business results
 - 7) Analyze exit plan options
 - 8) Develop company vision
 - 9) Determine business's overall global strategy
 - 10) Develop company's management plan

Performance Element:	Design organizational structure to facilitate business activities.
Measurement Criteria:	<ol style="list-style-type: none">1) Describe organizational structures for managing foreign business activities2) Develop an organizational plan for human resources3) Develop an organizational strategy for foreign businesses
Performance Element:	Determine staffing needs to minimize costs while maximizing business contribution.
Measurement Criteria:	<ol style="list-style-type: none">1) Describe the nature of human-resources planning2) Explain approaches to the identification of human resources in foreign markets3) Determine causes of staff turnover
Performance Element:	Control organization's/department's activities to monitor business activities and to make business decisions.
Measurement Criteria:	<ol style="list-style-type: none">1) Discuss the importance of the coordinating/controlling role in the business environment2) Evaluate individual department's contribution to organizational effectiveness3) Apply benchmarking techniques4) Interpret internal information for strategic planning (e.g., financial/accounting, marketing, operations, human resources, information technology, and individual employee data)5) Assess company's strategic-planning processes

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Human Resources Management**

Pathway Topic: **Business Law**

Knowledge and Skill Statement: **Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions**

Performance Element:

Implement human-resources laws and regulations to ensure equitable treatment of employees and to meet government requirements.

Measurement Criteria:

- 1) Explain unfair labor practices
- 2) Comply with compensation and benefit laws
- 3) Determine human resources management's legal responsibility in maintaining labor relations
- 4) Participate in collective-bargaining process

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Human Resources Management**

Pathway Topic: **Communication Skills**

Knowledge and Skill Statement: **Understands the concepts, strategies, and systems used by management to obtain and convey ideas and information**

Performance Element: Communicate with staff to clarify workplace expectations and benefits.

- Measurement Criteria:
- 1) Maintain confidentiality in dealing with personnel
 - 2) Describe elements of a human resources management's communications program
 - 3) Communicate diversity strategies
 - 4) Communicate compensation and benefits plan and policies to workforce

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Human Resources Management**

Pathway Topic: **Emotional Intelligence**

Knowledge and Skill Statement: **Understands techniques, strategies, and systems used by human resources management to foster self-understanding and enhance relationships with others**

Performance Element: Use communication skills to influence others.

Measurement Criteria: 1) Negotiate benefit plan administration and improvements (e.g., reduced costs, better benefits) with carriers

Performance Element: Manage internal and external business relationships to influence organizational decision-making.

Measurement Criteria: 1) Establish strategic relationships with individuals/teams in the business
2) Establish alliances with key individuals and groups to share best-practices

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Human Resources Management**

Pathway Topic: **Human Resources Management**

Knowledge and Skill Statement: **Understands the tools techniques, and systems that businesses use to plan, staff, lead, and organize its human resources**

Performance Element: Understand human resources management models to demonstrate knowledge of their nature and scope.

Measurement Criteria:

- 1) Explain human resources management functions
- 2) Describe phases of human resources management
- 3) Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.)

Performance Element: Plan talent-acquisition activities to guide human resources management decision-making.

Measurement Criteria:

- 1) Describe planning techniques used in the hiring process (e.g., succession planning, forecasting, etc.)
- 2) Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.)
- 3) Assess availability of qualified applicants
- 4) Classify jobs
- 5) Establish employee-selection procedures
- 6) Develop strategies to market the organization to potential employees
- 7) Develop a staffing plan

Performance Element:	Implement talent-acquisition activities to obtain qualified staff.
Measurement Criteria:	<ol style="list-style-type: none">1) Administer and interpret employee selection tests2) Assess employees' potential for growth and development in the organization3) Make job offer4) Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.)5) Evaluate the effectiveness of recruitment sources
Performance Element:	Control talent-acquisition activities to improve efficiencies of human resources selection.
Measurement Criteria:	<ol style="list-style-type: none">1) Use staffing metrics to assess effectiveness of hiring decisions (e.g., cost benefit analysis, costs-per-hire, selection ratios, adverse impact, etc.)2) Develop hiring policies and procedures
Performance Element:	Conduct on-boarding activities to facilitate employee start-up.
Measurement Criteria:	<ol style="list-style-type: none">1) Perform post-employment offer activities2) Explain the use of employment contracts3) Explain standard relocation practices4) Assist with employee relocation5) Describe expatriation and repatriation issues and practices6) Evaluate effectiveness of new-employee orientation7) Assess effectiveness of training
Performance Element:	Determine employee-development needs to foster staff's growth and professional development.
Measurement Criteria:	<ol style="list-style-type: none">1) Assess employee skills2) Conduct task/process analysis3) Assess company's learning needs

Performance Element: Administer human-resources development activities.

- Measurement Criteria:
- 1) Write training activities
 - 2) Select subject-matter experts for employee-development activities
 - 3) Conduct gap and/or needs analysis to identify human-resources development needs
 - 4) Determine issues impacting human-resources development (e.g., organizational culture and policies, societal norms, etc.)
 - 5) Apply human-resources development theories
 - 6) Implement employee-development program
 - 7) Develop training program
 - 8) Assess human-resources development program effectiveness

Performance Element: Control human resources management activities to maintain workforce standards.

- Measurement Criteria:
- 1) Assist with establishment of work rules
 - 2) Implement informal performance appraisals
 - 3) Assist supervisors with performance appraisal tools
 - 4) Develop written performance-management procedures
 - 5) Develop human-resources policy/procedure manual

Performance Element: Build employer-employee relationships to foster productivity.

- Measurement Criteria:
- 1) Describe ways that businesses build positive employer-employee relationships
 - 2) Assess effectiveness of employee-relations activities
 - 3) Develop employee-relations programs

Performance Element:	Resolve staff issues/problems to enhance productivity and improve employee relationships.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain labor-relations issues2) Describe out-placement procedures and activities used in layoffs3) Document employee issues4) Discipline employees5) Participate in dispute resolution6) Determine the strategic importance of employee exit7) Adhere to employment-at-will regulations8) Release staff due to layoffs
Performance Element:	Select compensation system to match management's goals and attract employees.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain payroll functions2) Select a payroll system3) Explain the components of a compensation system4) Determine components of compensation system5) Discuss the nature of executive compensation6) Identify pay structures7) Determine pay grade of job
Performance Element:	Analyze compensation functions to meet employee expectations and to remain competitive with other employers.
Measurement Criteria:	<ol style="list-style-type: none">1) Identify emerging compensation issues2) Analyze pay rates3) Evaluate compensation policies and procedures
Performance Element:	Identify employee benefit options to attract and keep qualified employees.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain the nature of benefit plans (e.g., health insurance, life insurance, retirement plans, educational assistance, health club, etc.)

	2) Explain the nature of retirement plans
Performance Element:	Select benefit options to offer employees.
Measurement Criteria:	<ol style="list-style-type: none">1) Conduct benefits need assessment2) Design a retirement plan3) Establish a benefits plan
Performance Element:	Analyze benefit plans to maximize employee satisfaction while minimizing human-resources costs.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain methods that can be used to analyze benefit plans2) Evaluate benefits plan
Performance Element:	Select and analyze employee fitness and wellness program to facilitate employee well-being.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain types of fitness/wellness programs offered by businesses2) Assess company's employee fitness/wellness program
Performance Element:	Develop and assess company's health and safety programs to ensure compliance and protect employees.
Measurement Criteria:	<ol style="list-style-type: none">1) Implement workplace injury/occupational illness procedures2) Evaluate effectiveness of company's injury/occupational illness prevention programs3) Set up company's injury/occupational illness prevention programs
Performance Element:	Contribute to organizational development to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges.
Measurement Criteria:	<ol style="list-style-type: none">1) Explain the nature of organizational development

- 2) Apply organizational-development theories
- 3) Evaluate human resources management's contribution to organizational effectiveness

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Human Resources Management**

Pathway Topic: **Information Management**

Knowledge and Skill Statement: **Understands tools, strategies, and systems human resources management needs to access, process, maintain, evaluate, and disseminate information to support managers**

Performance Element: Utilize a human resource information system to increase organizational efficiency.

- Measurement Criteria:
- 1) Explain the nature of a human resource information system (HRIS)
 - 2) Capture and store data in a human resource information system (HRIS)
 - 3) Mine data in human resource information system
 - 4) Identify trends in human resource information systems (HRIS)
 - 5) Institute policies/procedures to protect the privacy of human-resources information

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Human Resources Management**

Pathway Topic: **Marketing**

Knowledge and Skill Statement: **Understands the tools, techniques, and systems that businesses use to create, communicate, and deliver value to customers and to manage customer relationships in ways that benefit the organization and its stakeholders**

Performance Element:

Understand company's unique selling proposition to recognize what sets the company apart from its competitors.

Measurement Criteria:

- 1) Develop strategies to market the organization to potential employees

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Human Resources Management**

Pathway Topic: **Operations**

Knowledge and Skill Statement: **Understands the processes and systems that human resources management implements to monitor, plan, and control the day-to-day business activities required for continued business functioning**

Performance Element: Understand health and safety issues to support a safe work environment.

- Measurement Criteria:
- 1) Describe general health and safety practices monitored and assessed by human resources management
 - 2) Discuss the nature of incident and emergency response plans
 - 3) Describe the nature of employee-assistance programs
 - 4) Explain the nature of employee fitness/wellness programs
 - 5) Discuss human resources management issues resulting from employee's drug use and dependency

Performance Element: Troubleshoot health and safety problems to foster a safe work environment.

- Measurement Criteria:
- 1) Identify potential workplace violence conditions
 - 2) Protect business's security when terminating employees
 - 3) Implement workplace injury/occupational illness procedures (e.g., worker's compensation, OSHA)
 - 4) Ensure compliance with all applicable workplace health and safety laws and regulations
 - 5) Facilitate investigation procedures of workplace safety, health, and security enforcement agencies

Performance Element:

Develop and analyze human-resources programs, practices, and services that promote the physical and mental well-being of individuals in the workplace to protect individuals and the workplace.

Measurement Criteria:

- 1) Recommend an emergency response and business recovery plan
- 2) Recommend an incidence response plan
- 3) Evaluate incident and emergency response plans (e.g., natural disasters, workplace safety threats, evacuations, etc.)
- 4) Recommend a security plan for a business
- 5) Evaluate security plans to protect the company from liability
- 6) Develop/select injury/occupational illness prevention programs
- 7) Develop/select safety training and incentive programs
- 8) Set up an employee-assistance program
- 9) Assess employee-wellness programs
- 10) Evaluate effectiveness of safety training and incentive programs

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Human Resources Management**

Pathway Topic: **Professional Development**

Knowledge and Skill Statement: **Understands concepts, tools, and strategies used to explore, obtain, and develop in a human resources management career**

Performance Element: Participate in career planning to enhance job success potential.

- Measurement Criteria:
- 1) Explain career opportunities in human resources management
 - 2) Describe certifications for human resources-management professionals (e.g., Professional in Human Resources [PHR], Senior Professional in Human Resources [SPHR], Global Professional in Human Resources [GPHR], etc.)

Performance Element: Explore professional development opportunities to enhance skills needed in human resources management.

- Measurement Criteria:
- 1) Identify continuing education courses or programs available to enhance human resources management skills
 - 2) Identify professional association opportunities for human resources management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications)
 - 3) Utilize human resources publications (e.g., books, periodicals, newsletters) to update human-resources skills

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Human Resources Management**

Pathway Topic: **Strategic Management**

Knowledge and Skill Statement: **Understands tools, techniques, and systems that affect human resources management's ability to plan, control, and organize**

Performance Element: Implement strategic-planning processes to guide human-resources-management decision-making.

- Measurement Criteria:
- 1) Explain how human resources management participates in a company's strategic planning process
 - 2) Determine the strategic importance of organizational exit
 - 3) Develop organizational change-management program
 - 4) Facilitate activities to enable strategic management process implementation
 - 5) Evaluate human resources management's contribution to organizational effectiveness

Performance Element: Evaluate organization's strategic planning and policy-making processes to guide decision-making.

- Measurement Criteria:
- 1) Apply environmental scanning techniques to assess strategic-planning processes
 - 2) Apply results of environmental scan to business goals/objectives
 - 3) Evaluate organizational change-management program

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Operations Management**

Pathway Topic: **Business Law**

Knowledge and Skill Statement: **Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions**

Performance Element: Apply knowledge of business contracts to establish business relationships.

- Measurement Criteria:
- 1) Discuss the nature of contract suspensions
 - 2) Explain the nature of contract terminations
 - 3) Issue a service/goods contract

Performance Element: Understand laws regulating the vendor/supplier bidding process to facilitate business operations.

- Measurement Criteria:
- 1) Discuss regulations that affect the vendor/supplier bidding process

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Operations Management**

Pathway Topic: **Customer Relations**

Knowledge and Skill Statement: **Understands the techniques and strategies used to foster positive, ongoing relationships with customers**

Performance Element: Foster positive relationships with customers to enhance sales.

Measurement Criteria:

- 1) Explain the relationship between customer services and sales
- 2) Process customer orders
- 3) Process returns

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Operations Management**

Pathway Topic: **Financial Analysis**

Knowledge and Skill Statement: **Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources**

Performance Element: Utilize cost accounting methods to guide business decision-making.

- Measurement Criteria:
- 1) Discuss the relationship between operations management and accounting
 - 2) Describe the nature of cost accounting decision making
 - 3) Explain the nature of job costing
 - 4) Describe the nature of activity-based costing
 - 5) Discuss the implications of quality costs
 - 6) Perform job costing
 - 7) Calculate quality costs (e.g. prevention, appraisal, failure)
 - 8) Conduct cost/benefit analysis on planned acquisitions

Performance Element: Manage risk to protect a business's wellbeing.

- Measurement Criteria:
- 1) Discuss the nature of credit risk management
 - 2) Discuss reasons to integrate risk management into business operations
 - 3) Discuss the nature of enterprise risk management (ERM)
 - 4) Integrate risk management into business operations

Performance Element: Implement suitable internal accounting controls to ensure the proper recording of financial transactions..

- Measurement Criteria:
- 1) Explain the purpose of internal accounting controls

- 2) Determine the components of internal accounting control procedures for a business
- 3) Maintain internal accounting controls

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Operations Management**

Pathway Topic: **Information Management**

Knowledge and Skill Statement: **Understands tools, strategies, and systems used to access, process, maintain, evaluate, and disseminate information to assist operations management decision-making**

Performance Element: Explain the role of technology to process and track customer orders.

- Measurement Criteria:
- 1) Describe the impact of technology on order processing
 - 2) Explain the nature of universal product code (UPC) barcoding
 - 3) Explain the nature of radio frequency identification (RFID) tags

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Operations Management**

Pathway Topic: **Operations**

Knowledge and Skill Statement: **Understands the processes and systems that operations managers implement to monitor, plan, and control the day-to-day business activities required for continued business functioning**

Performance Element: Understand purchasing activities to obtain business materials and services.

- Measurement Criteria:
- 1) Describe the role of solicitations used in the purchasing process
 - 2) Discuss the impact of vendor competition on purchasing
 - 3) Discuss the importance of utilizing ethical purchasing methods
 - 4) Explain the impact of the purchasing process on productivity
 - 5) Discuss the nature of purchasing methods
 - 6) Describe business objectives/strategies that influence purchasing

Performance Element: Acquire knowledge of organizational requirements to properly handle purchase requisitions.

- Measurement Criteria:
- 1) Describe types of purchase orders
 - 2) Discuss organizational requirements for purchase requisitions
 - 3) Discuss priority procedures used by businesses for purchases
 - 4) Explain budgetary procedures for purchase requisitions

Performance Element: Manage purchasing activities to obtain the best service/product at the least cost.

- Measurement Criteria:
- 1) Maintain vendor/supplier relationships

- 2) Develop lists of sources (e.g. approved, preferred, partnered, certified, disqualified)
- 3) Conduct vendor/supplier search
- 4) Negotiate terms with vendors
- 5) Establish bid specifications

Performance Element:

Understand inventory control and management methods to maintain appropriate levels of stock/supplies.

Measurement Criteria:

- 1) Discuss types of inventory
- 2) Explain methods of inventory control
- 3) Discuss stockless purchasing and inventory systems
- 4) Describe the process of supplier-managed inventory

Performance Element:

Plan the production of a product/service to facilitate business operations.

Measurement Criteria:

- 1) Explain the factors impacting a master production schedule
- 2) Create a master production schedule
- 3) Evaluate the effectiveness and efficiency of a production schedule

Performance Element:

Manage quality-control processes to minimize errors and to expedite workflow.

Measurement Criteria:

- 1) Explain the nature of quality management
- 2) Determine reliability factors impacting the quality of a product/service
- 3) Test product/services for quality
- 4) Discuss the need for continuous improvement of the quality process
- 5) Develop continuous-improvement strategies
- 6) Develop a plan/program for quality achievement

Performance Element: Conduct supply chain management activities to coordinate the movement of materials, information, and funds into an organization and the movement of finished products/services out of an organization.

- Measurement Criteria:
- 1) Explain the nature of order cycle time
 - 2) Explain types of supply chain activities
 - 3) Describe the nature of inter-organizational supply chains
 - 4) Discuss organizational dependence on effective supply chains
 - 5) Discuss the nature of supply chain management
 - 6) Describe the relationship between supply chain management and logistics
 - 7) Describe types of supply-chain management decisions (e.g., location, production, inventory, transportation)
 - 8) Implement supply chain management strategies

Performance Element: Evaluate knowledge management strategies to improve the performance and competitive advantage of the organization.

- Measurement Criteria:
- 1) Explain the role of organizational culture in knowledge management implementation
 - 2) Assess knowledge-management strategies

Performance Element: Manage innovation to gain competitive advantage in the marketplace.

- Measurement Criteria:
- 1) Discuss the nature of product-development management
 - 2) Explain ways to align product-development plans with business strategy
 - 3) Describe methods for recognizing opportunities for innovation
 - 4) Implement product-development management strategies

Performance Element:

Adjust the work capacity of an organization to meet predicted demands.

Measurement Criteria:

- 1) Discuss the nature of capacity planning
- 2) Describe factors impacting demand
- 3) Explain types of capacity planning (e.g., lead strategy, lag strategy, match strategy)
- 4) Plan work capacity

KNOWLEDGE & SKILL STRUCTURES

Cluster: **Business Management and Administration**

Pathway: **Operations Management**

Pathway Topic: **Professional Development**

Knowledge and Skill Statement: **Understands concepts, tools, and strategies used to explore, obtain, and develop in an operations management career**

Performance Element: Understand and follow company rules and regulations to maintain employment.

Measurement Criteria: 1) Adhere to company protocols and policies

Performance Element: Participate in career planning to enhance job success potential.

Measurement Criteria: 1) Explain career opportunities in operations management
2) Describe certifications for operations-management professionals

Performance Element: Explore professional development opportunities to enhance operations-management skills.

Measurement Criteria: 1) Identify continuing education courses or programs available to enhance operations-management skills
2) Identify professional association opportunities for operations-management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications)
3) Utilize operations-management publications (e.g., books, periodicals, newsletters) to update skills